Department of Information Technology,
Ministry of Communications and Information Technology
Government of India

राष्ट्रीय इ-गवर्नेंस योजना
National e-Governance Plan
एक कदम आपकी ओर
एक कदम आपके लिए

National e-Governance Plan

Meeting of
The National e-Governance Advisory Group

Background Papers

12th November, 2010
New Delhi

For suggestions and further details please contact Programme Management Group,
National e-Governance Division, Electronics Niketan.
Email:mpr.progoff@negp.gov.in

Foreword

The National e-Governance Plan (NeGP), the flagship e-governance programme of the Central Government, was approved by the Government of India in May 2006. It comprises 27 Mission Mode Projects(MMPs) at the Central, State and Local Government level, as well as Core and Support Infrastructure.

For the effective management of the NeGP, the National e-Governance Advisory Group, headed by the Union Minister of Communications and Information Technology, with representation from Central and State Government, NASSCOM, Public and Private sector entities and eminent academia among others, was tasked to solicit views of external stakeholders and to provide inputs to the CCEA/ CCI, advise the Government on policy issues and strategic interventions necessary for accelerating introduction of e-Governance across Central and State Government Ministries/Departments.

The National e-Governance Advisory Group was first constituted in March 2005. However, in view of changes at various levels and in order to have a wider representation, it was decided with the approval of the Competent Authority that the group be reconstituted. The meeting of the reconstituted group has been scheduled for the 12th of November, 2010. This compendium is an effort to showcase the progress of e-Governance initiatives and the various papers that will presented at the Forum.

The Common Service Centres scheme is the front-end of the National e-Governance Plan as these centres are the access points for citizens to e-governance services. Under this Scheme, over 2,50,000 CSCs are being rolled out, spread across over 600,000 Indian villages. The location of these CSCs has been strategically planned and spread in such a manner that each village will either have a CSC within it or close to it. A background article gives a status update of the scheme and presents the transformation that the plan has made on the lives of people. The success stories of the village level entrepreneurs who run the CSCs have been used as separators in the compendium.

While the CSCs are the front-end for providing services, the backend computerization is provided by the e-District project. The e-Distict project targets high volume citizen services not covered by any MMP under the NeGP and seeks to e-enable the delivery of these services through CSCs. The e-District paper highlights the status of the project's implementation across various districts in various states.

In order to successfully roll out e-governance projects, it is essential to meet the demands for connectivity. Therefore, as part of the National e-Governance Plan, the State Wide Area Network(SWAN) has been envisaged as the converged backbone network for providing data,

voice and video communications throughout a State/UT. SWAN is expected to cater to the information communication requirements of all the departments at the National, State and Block level. The article on SWAN highlights its features, implementation options and its progress.

Apart from the demand for connectivity, there will also be a demand for hosting of state level e-Governance applications and data. In order to cater to this demand, the SDC Scheme has been envisaged to establish Data Centres in all the States/UTs so that common secure IT infrastructure is created to host state level e-Governance applications/Data to enable seamless delivery of Government to Government (G2G), Government to Citizen (G2C) and Government to Business (G2B) services duly supported by State Wide Area Network and Common Service Centres established at the village level. The article on SDC scheme provides a background to this scheme and the status.

The CSC Scheme, SWAN and SDC Scheme are expected to be leveraged by the e-Forms, SSDG, State Portal project. Under this project, citizens will be able to download forms and submit their application using Electronic Forms hosted on the State Portal (SP) and routed a common services gateway (SSDG). The access points for this activity will be the CSC, and the common infrastructure components that will be utilized are SWAN and the SDC. The paper on e-Forms, SSDG and State Portal project throws more light on the subject including project background and objectives.

To ensure the success of e-governance projects, it is necessary to have smooth sharing of information and seamless interoperability of data across e-Governance applications. Therefore, DIT is focusing on Standards in e-Governance as a high-priority area, and is promoting the usage of Open Standards to avoid any technology lock-ins. The paper on Open Standards lists out the standards and guidelines already notified and the progress made in this regard.

Critical aspects of human resource development and training to provide technical and professional support to State level policy and decision makers, and to develop specialized skills for e-governance at all levels have been brought to light in the article on Capacity Building. Recognizing the need for institutional strengthening, the National e-Governance Division was born as one of the visible outputs of human resource development.

While it is pertinent to discuss the access point to e-governance services and the project that will make these services available, there is also an effort to bring to light the importance of comprehensive citizen data in order to aid better targeting of the benefits and services under the various government schemes. The paper on the ‘National Population Register project’ throws light on how NPR is to help improve security, assist in the planning process and make the process of identification of residents easier, quicker, and simpler.

As the government outsources many important projects and parts of projects to private players, the need for guidelines for strategic control have been strongly felt. The paper 'Guidelines for Strategic Control in Outsourced Projects' presents an important step in defining the various facets of this issue.

As a large number of MMPs are reaching the implementation state, it is essential to provide strategic direction and overall leadership to these MMPs and other ICT initiatives of a Line Ministry/Department through Dedicated Project Teams in every Department. The concept note on Dedicated Project Team suggests a framework for setting up such teams.

The Government is now exploring the possibility of creating Government-wide platforms to be used by multiple Departments across all tiers of the Government in order to ensure speedy implementation, infrastructure sharing and standardization of e-governance services. Successful solutions developed in one Govt. Department or organization should be available for easy sharing by others. The paper on Shared Platforms for e-Governance describes the objectives of a project that is a tangible example of such an initiative.

It is essential to have a strategy to spread awareness about e-governance and its benefits among both internal and external stakeholders, including the general public. The paper on Awareness Strategy for NeGP defines how this strategy has been conceptualized.

To fully appreciate the scope and challenges of the National e-Governance Plan, it is necessary to have an overview of the various Mission Mode Projects. The section on the various Mission Mode projects provides the same, and information on each project is provided in a succinct manner.

To understand the impact of e-governance projects in India, it is pertinent to learn about the Status of Mission Mode Projects in various states. This information is provided in a comprehensive format for several states in the Annexure to this compendium.

This document covers almost the entire gamut of e-Governance initiatives being undertaken at various levels. We hope that this document will act as a medium to facilitate knowledge sharing between various e-governance domains, enable optimum utilization of the common infrastructure, create awareness about common policies, standards and guidelines, reduce duplication of effort, spread learnings and best practices from within the confines of a Line Ministry/Department and promote replication of successful models across the country in order to attain the envisaged outcomes and goals. Recommendations and feedback are invited to be sent to mpr.progoff@negp.gov.in

Sr No	Topic	Page
1	Common Services Centres	1
2	e-District	9
3	State Wide Area Network	17
4	State Data Centre	25
5	eForms, State Portal, State Service Delivery Gateway (SSDG)	31
6	Standards for e-Governance	39
7	Capacity Building – Role of NeGD	45
8	National Population Register – Role of DIT	55
9	Guidelines For Strategic Control In Outsourced Projects	65
10	Dedicated Project Team	97
11	Shared Platforms for e-Governance	111
12	Electronic Service Delivery – Need for a Legislation	121
13	Awareness Strategy for NeGP	125
14	Briefs on NeGP MMPs	137

Common Services Centers (CSC) Scheme

Status Note

Chapter 1

Common Services Centers (CSC) Scheme

1. CSC Scheme

1.1. The CSC Scheme as approved by Government of India in September 2006 for setting up of 100,000+ (one lakh) internet enabled centers in rural areas under the National e Governance plan (NeGP) is being implemented in a Public Private Partnership (PPP) mode. The Common Services Centers (CSC) are proposed to be the delivery points for Government, Private and Social Sector services to rural citizens of India at their doorstep .

1.2. The CSC Scheme is envisaged to be a bottom-up model for delivery of content, services, information and knowledge, that can allow like-minded public and private enterprises - through a collaborative framework - to integrate their goals of profit as well as social objectives, into a sustainable business model for achieving rapid socio-economic change in rural India.

1.3. Under NeGP there is an outlay of Rs. 1649 Crores for CSC Scheme out of which Center's Share is Rs. 856 Crores and the States Share Rs. 793 Crores. The Scheme envisage provision of revenue support as viability gap which is determined on the basis of price discovery through a transparent bidding process by the State/UT Government.

2. CSC Rollout Status as on 30 September 2010

2.1. As on 30th September 2010, a total of 84,830 CSCs have been rolled out in thirty States/UTs. More than 70% of the rollout has been completed in 21(Twenty One) States (Assam, Bihar, Chandigarh, Chhattisgarh, Delhi, Goa, Gujarat , Haryana, Himachal Pradesh, Jharkhand, Kerala, Madhya Pradesh, Manipur, Meghalaya, Mizoram, Orissa, Puducherry, Sikkim, Tamil Nadu , Tripura and West Bengal) and in another 2 (two) States (Maharashtra and Uttarakhand) the implementation has crossed half way mark (more than 50%). It is expected that the roll out of 100,000 would be largely completed by end of this year. In view of lack of availability of adequate G2C and other services and due to termination of contracts of some SCAs, some of the CSCs however have reportedly become non operational.

3. Connectivity Status

3.1. As on 30th September 2010, total 61,384 (72%) CSCs are connected. Out of the total connected CSCs, 25584 are using VSAT Connectivity, 16230 are using BSNL Connectivity, 7763 are using Data Card and 11807 are using Connectivity through other technology like WLL and GPRS of various service providers such as AirTel, Reliance and Tata Indicom. Only 166

CSCs are using Wimax Ph-1 connectivity. BSNL is expected to provide connectivity to all the one lakh CSCs by June 2011.

4. Status on the G2C Services:

4.1. The State Governments like Andhra Pradesh, Assam, Bihar , Chhatisgarh, Haryana, Himachal Pradesh, Jharkhand, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Tamil Nadu, Uttar Pradesh and West Bengal have issued Government Orders/ Notifications to the various Departmental heads/ District level authorities/ stakeholders for use of CSC to deliver G2C services . In some States the CSCs are being utilized to collect data for various government schemes for MIS , conduct of survey, digitization of records, collection of utility bills and other related activities .

4.2. Leveraging CSCs for capturing MIS and delivery of various services of Ministries of Rural Development, Panchayati Raj, Health and Education is under active consideration of the Government. An Inter-Ministerial Co-ordination Committee has been constituted to evolve mechanism and finalize modalities of expanding Bharat Nirman CSCs. The Committee has finalized the rates of services to be delivered through CSCs.

4.3. Leveraging CSCs to capture demographic and biometric details of citizens of India for National Population Register (NPR) is also under consideration of Ministry of Home Affairs

5. State-wise G2C Status is as shown below:

State	G2C Services in Brief
Andhra Pradesh	Information services of Agriculture & Cooperation Department Utility services (Electricity, BSNL bill payment), Online Form Filing, Form submission, Certificates
Assam	CSCs as stamp vendor for selling of non-judicial Stamp and Stamp paper Certificates, Pension, Grievances, Jamabandi, Utility services (Electricity bill payment)
Bihar	RTI service, Birth Death, Caste, Income and residential certificates , NREGA Services, Public Grievance Redressal System
Gujarat	Land Records, Utility services (Electricity bill payment), Birth Certificate, Death Certificate, forms
Haryana	Nakal of Land Records, Caste, Domicile Certificates, Social Welfare Schemes, India Gandhi Vivah Shagun Yojna (IGPVSY), Ration cards
J& K	Financial Inclusion (Banking Correspondents)

Jharkhand	NREGA MIS Data Entry Service, Digitization of national 18th cattle survey data, Jail Sakshatkaar, postal products, stamp vendor
Kerala	Utility services (Electricity, BSNL, water bill payment) Agricultural services
MP	MP Online Services, Financial Inclusion (Banking Correspondents)
Maharashtra	Land Records, Utility services (Electricity bill payment)
Orissa	Birth and Death certificates, property tax, Utility services (Electricity and BSNL), trade licence
Rajasthan	Utility services (Electricity bill payment), Land Records
Tamil Nadu	Electoral services, Transport, Grievances
Uttar Pradesh	e-District services, Lokvani services , NREGA, Land Records
West Bengal	Registration, Employment Exchange, Awareness campaign, Utility services (Electricity, BSNL payment), Postal services, Agricultural Services

Note: Details available on http://www.mit.gov.in/content/government-notifications-enabling e-services

6. Status on B2C Services

6.1. The B2C Services like e-Learning, Financial services, Telecom – Mobile Charging/ DTH Recharge, Utility services, Employment services, Railway -Ticketing, Matrimony Services, UTI-Pan Card Processing etc. are being offered/identified through the CSCs. State Bank of India , Punjab National Bank and other commercial banks have started using CSCs for delivery of financial products and services including banking and insurance

6.2. CSCs are providing the e learning services for all the sections of the community at the village level meeting their specific needs

7. Status on Online Monitoring Tool

7.1. CSC Online Monitoring Tool has been developed to monitor the uptime performance of the CSCs that are set up in various locations. As on 13th September 2010, 47728 CSCs have been registered under the tool whose performance is being monitored through the online tool (www.csclive.in).

8. CSC Impact Assessment Study

8.1. An independent evaluation of the CSC Scheme was carried out by M/s IMRB International in November 2009. The study was conducted on 1727 CSCs selected across 19 States which covered activities of 15 SCAs. The key findings of the study is highlighted below:

- 58% CSCs were found to be fully operational out of a sample size of 1727
    - 90% of the remaining 42% CSCs were yet to be fully functional
    - 10% were closed after some time due to insufficient footfalls
    - In few cases, the SCAs contracts were terminated by State Governments
- In some cases, CSCs were found to be not operational due to Naxalite problems/ difficult terrain
- Average monthly net operating income per CSC: Less than Rs 3000 (74%) and Rs 3000- 5000 (14%)
    - 68 % of the CSCs have Internet availability
- Non availability of the G2C services and a reliable broadband connectivity besides regular supply of electric power were some of the main issues effecting the CSC scheme

P.Dhatchayani
Village & Post: Kilpadur
Districy: Tiruvannamalai
Tamil Nadu

P. Dhatchayani is a young businesswoman living in the Tiruvannamalai district in the State of Tamil Nadu. Dhatchayani has been an advocate of e- Learning courses in rural Tamil Nadu ever since she became a Village Level Entrepreneur. She had enrolled more than 25 students from her village for various courses. Around 15 of her students have successfully completed the e-learning course and have received certificates. She advises her students that the e-Learning courses provide a single experience that can accommodate the three distinct learning styles for audio, visual and kinesthetic learners.

Dhatchayani feels that 'e-Governance' and 'e-Learning' are the two emerging concepts of modern Information and Communication Technology which can promote efficient and effective communication of electronic information. This would help in bridging the gap of digital divide in the country.

e-District Mission Mode Project

Status Note

Chapter 2

e-District Mission Mode Project

1. Background

e-District is a State Mission Mode Project and DIT is the nodal department. The Project targets certain high volume services currently not covered by any MMP under the NeGP and undertakes backend computerization to e-enable the delivery of these services through CSCs.

The core (mandatory) service categories are: Issue of Certificates, Pensions, Revenue Court including Government dues and recovery, Public Distribution System and Grievances redressal services. State can choose five additional service categories. The implementation strategy takes into account the infrastructure being created under NeGP such as SWAN, SDC, CSCs and NSDG.

The entire project is to be implemented in any state in two phases:

- Phase I: Pilot implementation covering few districts of a State in eighteen months
- Phase II: National Rollout

2. Pilot Project Details and current status

e-District Pilot project is being implemented in 41 districts of 16 States. Details of e-District pilot projects in 16 States are given below:

S No	State	Pilot(s) Approved	ISA/ Consul-tants	No. of Dist	Names of District	SDA	Amt approved (Rs. In lakhs)	Current Status
1	Uttar Pradesh	March 2006	PwC, Wipro and 3i Infotech	6	Rae Bareli, Sitapur, Gorakhpur, Sultanpur, Gautam Budh Nagar & Ghaziabad	CeG	1891.84	Pilot gone live in all six districts.
2	Assam	July 2006	Wipro	2	Goalpara & Sonitpur	AMTRON	656.63	Pilot gone live in both districts
3	Punjab	March 2008	Wipro	2	Kapurthala & Nawan-shahr	Sukhmani society	600.11	HCL Infosystem is selected as the system integrator.
4	Madhya Pradesh	March 2008	Wipro	5	Indore, Sagar, Gwalior, Guna and	MAP_IT	1619.50	Application development and testing is completed. Hardware installation is under progress

					Shivpuri			
5	Bihar	Feb 2008	IL&FS	4	Aurangabad, Nalanda, Madhubani & Gaya	BSEDC	1422.06	Pilot gone live with few services in Nalanda & Aurangabad
6	Haryana	March 2008	3i Info-tech	1	Rohtak	HART-RON	331.65	Application has been developed for selected services. Hardware procurement is under progress.
7	Kerala	March 2008	Wipro	2	Kannur & Palakkad	KSITM	599.01	Application development completed. Kerala EDS Rules passed by State and published in state gazette. Hardware procurement is underway.
8	Tamil Nadu	Feb 2008	Wipro	6	Ariyalur, Coimbatore Krishnagiri, Perambalur, Tiruvarur & Nilgiri	TNeGA	1475.6	Pilot gone live with BC MBC, Social Welfare and Adi dravidar services in five districts of Tamil Nadu. Application development for revenue services is completed and is ready to go live.
9	West Bengal	March 2008	PwC	2	Bankura & Jalpaiguri	WBSEDC	579.44	Pilot gone live with 7 services in both districts
10	Jhar khand	March 2008	PwC	1	Ranchi	JAPIT	319.69	Hardware installation is under progress. Application development is completed for 5 services and in progress for rest of the services.
11	Maha-rashtra	March 2008	PwC	3	Nagpur, Latur & Pune	SETU	1022.42	Application development under progress (Developed for 1st phase & STQC testing is under progress) Hardware procurement is under progress
12	Uttara-khand	March 2008	Wipro	1	Pauri	ITDA	279. 04	Application development completed for 5 services and under progress for rest of the services. Selection of Data entry operator is under progress. Hardware procurement is under progress.
13	Orissa	March 2008	Wipro	2	Ganjam & Mayurbhanj	OCAC	615.8	Application development completed. Data digitization is under progress.
14	Mizo ram	March 2008	Wipro	1	Aizawl	MSeGS	315.88	Application development completed and Data

								digitization is under progress
15	Rajas than	March 2010	PwC	2	Ajmer & Jodhpur	Raj-Comp	642.41	BPR is under preparation. RFP for selection of system integrator is under preparation.
16	Pudu-cherry	Sep 2010		1	Puducherry	Pudu-cherry eGover-nance Society	290.54	

3. Approval of National Rollout of E District Scheme

National Rollout Scheme of e-District MMP has been appraised and concurred by EFC and cabinet note for approval is under preparation.

4. E-delivery of identified services

Services identified and being delivered by States under Pilot project

S No	State	Services	Additional services
1	Uttar Pradesh	Certificate, Pension, Revenue Court-Due and Recovery, Grievances ,PDS,RTI	Employment (Non Core Services)
2	Assam	Certificate, Pension, Revenue Court, PDS, Grievances, RTI	Electoral Services (NCS)
3	Punjab	Certificate, Social Security(Pension), Revenue Court- Due and Recovery, Grievances ,PDS,RTI	NCS-Licenses, Copying Services, Marriage Services, others like Transport, Utility, Passport, Employment
4	Madhya Pradesh	Certificate, Social welfare(Pension), Revenue Court- Due and Recovery, Grievances ,PDS,RTI	Arms License, Education – Vyapam, Land records, Utility Services, Marriage Registration
5	Bihar	Certificate, Social welfare(Pension), Grievances ,PDS,RTI	NCS-Land & Revenue, Office & DAK Management, Election Services,Various Services Module, Document Management
6	Haryana	Certificate, Social welfare(Pension), Revenue Court- Due and Recovery, Grievances ,PDS,RTI	NCS Agriculture, Utility, Education
7	Kerala	Revenue. Public Distribution System RTI / Grievance Services	NCS -Agriculture, Police (Home),Election - Transport, District Passport Cell (Home) . LSGD
8	Tamil Nadu	Certificate Revenue Courts, Govt Due and Recovery Social welfare	NCS:-Adi Dravidar Welfare, Agriculture ,BC & MBC Welfare, Electoral Services , Employment Department , Utility
9	West Bengal	Certificate, Social welfare(Pension), Revenue Court- Due and Recovery, Grievances ,PDS,RTI	NSSS: IGNOAPS & NFBS, Licenses: Fire Arm & Explosives, Industry Services: Subsidy & PMEGP
10	Jharkhand	Certificate, Pension, Revenue Court-Due and Recovery, Grievances, PDS,RTI	NCS :Consumer Courts, Electoral Services - Police – Tracking info about FIRs, Utility Services-

11	Maharashtra	Certificate, Social welfare, Revenue Court- Grievances ,RTI	Licenses and permissions (including revenue related), Election related
12	Uttarakhand	Certificate, Social welfare(Pension), Revenue Court- Due and Recovery, Grievances ,PDS,RTI	Panchayat Services, Health Services, Disaster Management Compensation, Employment (Except NREGS)
13	Orissa	Certificates, Government Dues and Recovery ,Revenue Court Cases ,RTI/Grievances Services ,Social Security Public Distribution System	NCS: Education, Health, Police and Transport Services Dak Services Other Services like Status Update Services
14	Mizoram	CERTIFICATES, Revenue- Dues and Recovery RTI/Grievances Services	NCS: Land and Building, Arms license, Disaster Management
15	Rajasthan	Certificates, Pension, Revenue Court, PDS, Grievances, RTI	Land Records, Electoral services, Employment Services, Licensee related Services, Various Permissions, Compensation/Relief packages

5. Percentage of Population Covered

Services being delivered under e-District cover 100 % population of a district.

Dreams come true with CSC!!

Mr. Anil Kumar

Tehta Gram Panchayat

Block: Madhampur

Dist: Jehanabad, Bihar

Anil Paswan resides in Madhampur Block of Jehanabad district in Bihar. Prior to opening a CSC center, Anil used to run an Ayurvedic medicine shop through which he was earning Rs. 5000 per month. When he heard of the Vasudha Kendra Common Service Centre Scheme, he was keen to became a Village Level Entrepreneur. Anil's dream to increase his income came to reality by opening his CSC Centre. His CSC Centre is connected through a VSAT network and also has power back-up. Hence the Centre is not dependent on electricity. The CSC offers various e-learning courses such as basic computer course, job training course for office assistants, and also provides crucial services such as online railway reservation, life insurance, online job applications, digital photography, photocopying, CD writing etc.

Anil earned Rs. 2000 on a single day when the class 10th results were declared. Students came to verify their results online. Anil was thrilled about the income he earned in just 2 hRs.

Due to the immense success of his CSC, Anil is contemplating to increase the number of computers in his Centre and has recruited a computer teacher to impart training.

State Wide Area Network

Features and Status

Chapter 3

State Wide Area Network

In March 2005, Department of IT obtained Government Approval for the SWAN Scheme for an overall outlay of Rs. 3334 Crores, with Dept of IT, Grant In Aid component of Rs. 2005 Crores to be expended in five years, which would establish Wide Area Networks in 29 States and 6 UTs across the country. Implementation of this Scheme is in full swing with individual project proposals have been approved for 33 States/ UTs with total DIT outlay of Rs. 1965 Crores.

SWAN is envisaged as the converged backbone network for data, voice and video communications throughout a State/UT and is expected to cater to the information communication requirements of all the departments.

SWAN has two components, typically

- Vertical Component
- Horizontal Component

The vertical component of SWAN is implemented using multi-tier architecture (typically, three-tier) with the State/UT Headquarter connected to the District Head Quarter which in turn is connected to the Block Head Quarter. Each SHQ, DHQ and BHQ is called a Point of Presence (PoP), which is a bandwidth aggregation point. The bandwidth provision for network connectivity is 2 Mbps upto the block level. For the horizontal component, 20 Horizontal offices at State/UT (HQ) and 10 Horizontal offices at each district and 5 Horizontal offices at each block level would be connected to these respective PoPs.

Implementation Options

There are two Options for SWAN implementation as detailed below:

- **Option I – Public Private Partnership (PPP) Model**

  State identifies a suitable PPP model (BOO, BOOT etc.) and selects an appropriate agency through a suitable competitive process for outsourcing the establishment, operation and maintenance of the Network.

- **Option II – NIC Model**

  State designates NIC (National Informatics Centre) as the prime implementation agency for SWAN for establishment, operation and maintenance of the Network.

SWAN Features

- Minimum 2 Mbps dedicated network.

- Overall project outlay– Rs.3334 Cr (DIT share-Rs.2005 Cr, State share through ACA-Rs.1329 Cr)
- Around 7500 PoPs providing Data, Voice & Video connectivity to more than 1 Lakh Govt offices
- Service Based Framework- Provision for quarterly payment based on performance.
- To increase the efficiency of Government delivery mechanism and to optimize performance.
- Provide reliable, vertical and horizontal connectivity within the state administration to make the Government more productive.
- Provide a secure backbone for encouraging electronic transactions between Government Departments at all levels within the States/UTs.
- BSNL has been identified as a preferred Bandwidth Service Provider for SWAN.

Performance Monitoring of SWAN

- State/UT Govt. is required to monitor the performance of the State/UT SWAN during implementation, commissioning and operation by appointing Third Party Auditor(TPA)
- The partial and final acceptance test carried out by the Network Operator as per the technical requirements need to be certified by the TPA
- After Partial/Final acceptance of the network, its performance needs to be monitored against SLA by the TPA
- QGR payments to the Network operator are calculated & released based on the performance levels and penalties specified in the SLA.

SWAN Implementation Status

- As on date, SWAN is operational in 23 States/UTs . These states are **Haryana, Himachal Pradesh, Punjab, Tamil Nadu, Gujarat, Karnataka, Kerala, Jharkhand, Chandigarh, Delhi, Puducherry, Tripura, Lakshadweep, West Bengal, Sikkim, Chhattisgarh, Uttar Pradesh, Orissa , Maharashtra, Assam, Madhya Pradesh, Bihar, Uttarakhand**
- The 2 States SWAN namely Andhra Pradesh, Arunachal Pradesh are in advanced stage of implementation, Network trials are being conducted at different tiers of SWAN.
- The 4 States / UTs SWAN namely, Manipur, Meghalaya , Mizoram, Nagaland
- have identified the Network Operator and implementation is underway.

- The 2 States namely, Jammu & Kashmir, Rajasthan have initiated the bid process to identify the Network Operator for implementation.
- The 2 States namely Dadra & Nagar Haveli and Daman & Diu are in RFP/BOM finalization stage.
- The State of Goa and UT of Andaman & Nicobar Islands have implemented Wide Area Networks and opted out of SWAN Scheme.

It is expected that all State SWANs would be operational by June 2011.

Third Party Audit

To monitor the performance of SWANs, the Department has mandated positioning Third Party Auditing (TPA) agencies by the States/UTs. As on date, 12 States i.e. Haryana, Himachal Pradesh, Punjab, Gujarat, Karnataka, Kerala, Tripura, Orissa, Maharashtra, Arunachal Pradesh, Bihar and West Bengal have empanelled the TPA agencies for monitoring the performance of the SWAN in their respective State.

From a homemaker to a change-maker

Meera Kushwaha

Masurhai Panchayat

Block: Jaisinghnagar

Dist: Sagar,

Madhya Pradesh

Meera Kushwaha, an AISECT VLE established her CSC at the Masurhai Panchayat of Jaisinghnagar block in Sagar district. She set up the necessary infrastructure for the CSC including internet connectivity, two computers, two printers, and a UPS. Meera had obtained an MP Online kiosk ID and password through which she delivers G2C services. Villagers visit her CSC Centre for submitting LIC premium, mobile top-ups and paying telephone bills.

Meera also conducts a basic computer course of AISECT in Hindi which is steadily gaining popularity in the nearby areas. She is a diligent entrepreneur and hence is able to generate revenue of Rs. 9000 – Rs. 10000 per month by providing critical services to her villagers. She is extremely happy working as a VLE and is looking forward in providing more B2C services, such as banking, insurance and entertainment.

State Data Centre

Status Note

Chapter 4

State Data Centre

State Data Centre (SDC) is one of the three components of the core infrastructure of National e-Governance Plan (NeGP), the other two being State Wide Area Network (SWAN) and Common Service Centres (CSCs). Under the SDC Scheme, it is proposed to establish Data Centres in all the States/UTs so that common secure IT infrastructure is created to host state level e-Governance applications/Data to enable seamless delivery of Government to Government (G2G), Government to Citizen (G2C) and Government to Business (G2B) services duly supported by State Wide Area Network and Common Service Centres established at the village level.

State Data Centre Scheme approved by the Government involves a total outlay of Rs.1623.20 Crores towards the Capital and Operational expenses over a period of 5 years. The SDCs will be equipped to host/co-locate systems to use centralised computing power and storage facilities. Once implemented, State Data Centre shall enable State departments to host their services/application on a common infrastructure, ensuring easy integration and efficient management and further ensuring that computing resources and the support connectivity infrastructure is adequately and optimally utilized.

Present Status

Since the approval of the SDC Scheme by the Government, Department of Information Technology has approved the proposals received from 31 States/UTs at a total outlay of Rs. 1378.00 Crores. An amount of Rs 131.00 Crores as DIT share and Rs 182.74 Crores as ACA share has been released to 31 States/UTs.

SDCs by two States i.e. Gujarat and Tripura have been made operational. SDCs in 12 States are under Implementation (West Bengal, Sikkim, Orrisa, Nagaland, Meghalaya, Rajasthan, Maharashtra, Tamil Nadu, Puducherry, Haryana, Karnataka and Andhra Pradesh).

Manipur, Kerala and Uttar Pradesh have issued the LoI to the selected Bidder and the State of Jharkhand is in the process of issuing LoI to the selected bidder. Bid process is in progress in 5 States (Andaman & Nicobar, Madhya Pradesh, Mizoram, Uttrakhand and Jammu & Kashmir). RFP for SDC Bihar has been approved by DIT.

RFP by 4 States (Himachal Pradesh, Lakshadweep, Arunachal Pradesh and Chhattisgarh) is under finalisation. RFP is under preparation by the State of Goa. Site is not yet ready in the State of Punjab and Assam which has resulted in delay in finalization/submission of their RFPs. It is expected that about 14 Data Centres shall be made operational by March 2011 and the remaining Data Centres will be progressively made operational by December 2011.

Once the SDC is declared operational, the O&M and Facility Management services for the SDC shall commence for a period of 5 years by the selected System Integrator. In regard to the physical and logical security components, necessary from information security perspective, the State Data Centres shall have necessary ISO: 27001 certification. Action is on hand to empanel Third Party Audit (TPA) agencies by DIT who shall conduct on quarterly basis the SLAs and Audit activities.

As the SDC implementation in the States/UTs is progressing, need has been felt for technology enhancement in terms of introducing virtualisation and facilitating Disaster Recovery (DR) for the State Data Centre. A broad framework in this regard is being finalised by the DIT for implementation across all SDCs in the country.

MoU with NIC

To manage and control strategically, the unified and secure e-Governance infrastructure of the Data Centres, Department of IT had envisaged an institutional framework. A MoU has been therefore prepared which shall be executed between the State / UT Government and NIC for setting up of a composite team of technical experts. The composite team will be responsible for all aspects of establishment and management of Data Centre and associated e-Gov infrastructure.

Kiosk Banking

Manoj Patel

Dist: Dewas

Division: Indore

Madhya Pradesh

Manoj stays in a village which is 9 kms away from a State Bank of India branch. He was associated with a dairy milk association. Farmers came there to sell milk and instead got weekly payments in cash. Manoj when heard of kiosk Banking facility thought it to be a very good business opportunity.. He discussed with the milk association and also with State Bank of India for opening kiosk banking services which would make payment mode easier for both the association and the farmers.

He started the Banking service in March 2010. He was the only person to initiate his Centre for Banking Services only. Now the farmers who sell milk to the association are having their own savings account. Association deposits money in their accounts on a weekly basis, without any hassle and the farmers also get their payments on time. The farmers are benefitted in two ways: Firstly, they now have started to save their money and get full security of it. Secondly, they have also become aware of the fact that how much the personal bank account is important for every one because of its safe mode of money transaction.

Manoj had started the operation by opening 10 savings accounts and presently he is handling the operations activity of 223 Savings Bank Accounts successfully.

eForms, State Portal, State Service Delivery Gateway (SSDG)

Objective, Framework and Status

Chapter 5

eForms, State Portal, State Service Delivery Gateway (SSDG)

The National e-Governance Plan (NeGP) of the Govt. of India aims to make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man.

The Government desires to create an integrated information infrastructure that will expand, integrate and enhance the utility and reach of the services provided by the Government by utilizing the network of the Common Service Centres. This project aims to enhance the services provided to the citizens through Common Service Centers (CSCs) by leveraging the common infrastructure (SWAN, SDC etc.) at the States/UTs level. It **is envisaged that State Portal (SP) along with State Service Delivery Gateway (SSDG) will be developed and implemented so that citizens are provided with outlets where they can access the services under a single interface mechanism in the form of the Portal.**

As the project entails delivery of the services through Common Service Centers (CSCs) by leveraging the common infrastructure (SWAN, SDC etc.) and develops the applications and infrastructure required for deployment of State Portal and State Service Delivery Gateway (SSDG) for the State. This will enable citizens to download forms and submit their applications electronically with help of **Electronic Forms** hosted on the **State Portal (SP)** and routed a common **services gateway (SSDG)**.

This important initiative facilitating Electronic Service Delivery will provide significant benefits to the citizens especially in the form of a single gateway to citizen for service delivery. Thus holistic and harmonious use of the Common Service Centers (CSCs) along with the common infrastructure (SWAN, SDC) and technology across the state for all application and services shall be achieved.

The project will guarantee the following:-

a. Assured electronic delivery of the request from the citizen to the specified field office of the government department

b. The electronic acknowledgement of successful submission of application/request from department to the citizen.

c. Citizen will be able to query the status of his/her application/request at any point in time.

d. Request/ response will also be conveyed through the SSDG.

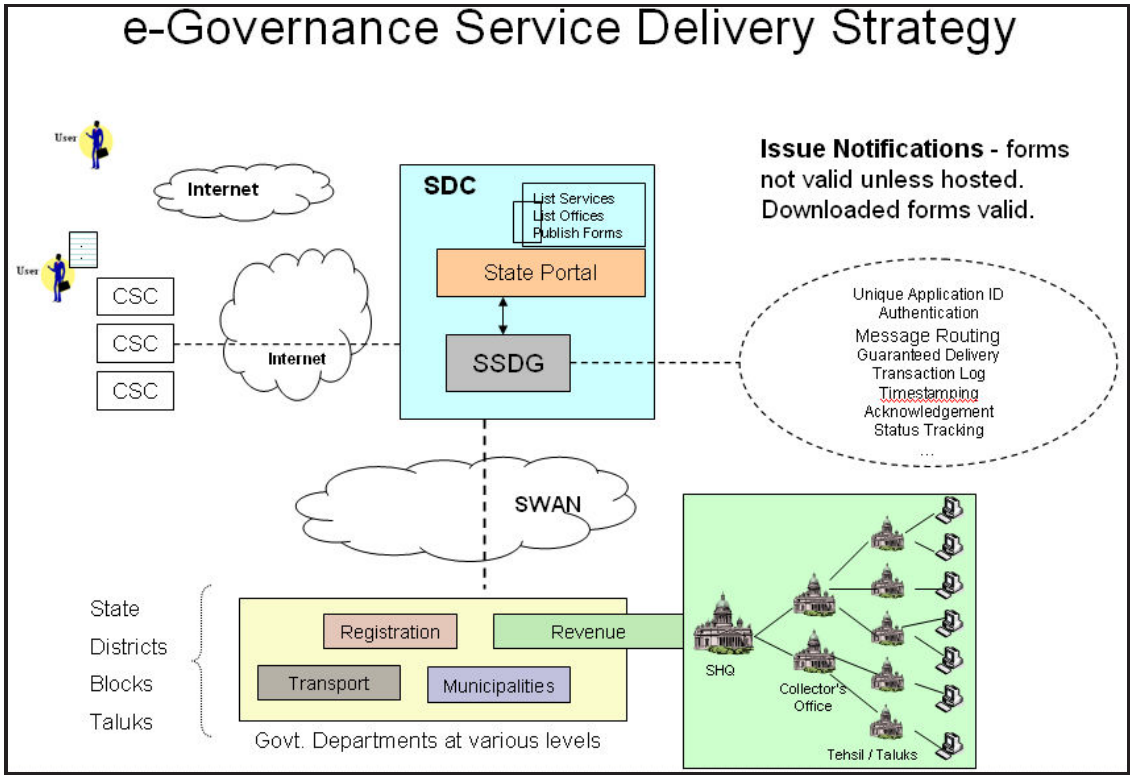
The processing at the backend at the department may initially continue in a manual mode. Gradually as the MMPs and other State applications get implemented and the backend gets computerized, the functionality of the services provided will get enhanced and eventually all services that can be provided online could be accessible via State Portal in integrated fashion.

Objective

The objective of the eForm, State Portal & SSDG scheme is to ensure the following

- Providing easy, anywhere and anytime access to Government Services (both Informational & Transactional)
- Reducing number of visits of citizens to a Government office / department for availing the services
- Reducing administrative burden and service fulfillment time & costs for the Government, Citizens & Businesses
- Reducing direct interaction of citizen with the Government and encourage 'e'-interaction and more efficient communication through portal
- Enhancing perception & image of the Government and its constituent Departments
- Promotion of uniform web interface across Government and build in synergies with the National Portal of India (NPI) using the National Service Delivery Gateway
- Delivery of services through Common Service Centres (CSCs) by leveraging the common infrastructure (SWAN, SDC etc.) and development of the applications and infrastructure required for deployment of State Portal and State Service Delivery Gateway (SSDG) for the State.
- Publishing the static data and all information of the State departments in line with guidelines for necessary integration with NPI

Architectural framework depicting the strategy for service delivery



States would need to address the following steps (if applicable) to fulfill the above:

- Complete the implementation SWAN
- Ensure CSCs are operational
- State Data Center installed and commissioned
- Develop the State portal as per the guidelines and policies
    - List all departments/ organisations connected
    - Compile set of all application forms for services that can be offered
- Commission (State Gateway) SSDG on the SDC
- Host the selected application forms as e-forms components on the Portal
- Enable printout of submitted e-forms at respective departments
    - Submitted forms will be date and time stamped along with unique id for tracking by the State Gateway
    - Forms initially processed manually
- Necessary monitoring and accounting of all forms at central location

- Deploy and integrate with the back end systems of the departments and other MMPs

Current Status:

- Project proposal approved of 30 States/UTs with the funds released.
- Around 13 States/UTs have floated the RFP for the selection of the Implementing Agency for the project.
- 7 States/UTs have completed the bid process and are in the process of issuing the LoI to the selected agency.
- 3 States has started the project implementation.

CSC-A Value Creator

Mr. Manik Meshram

CSC location: Arjuni Morgaon

Talluka: Arjuni Morgaon,
District: Gondia

Maharashtra

Manik Meshram is a resident of Arjuni Morgaon in the Gondia District of Maharashtra.

Manik took up a Maha e-Seva Kendra in Arjuni Morgaon. His CSC provides various G2C & B2C services to the citizens. IT awareness programmes and Computer education for villagers to enhance computer literacy, photography and DTP & Printing works are some of the key services that are offered through his CSC.

As an enterprising businessman, Manik has been able to reap the benefits of the CSC Scheme and generate revenue of Rs 25,000 per month.

Standards for e-Governance

Status Note

Chapter 6

Standards for e-Governance

Standards in eGovernance are a high priority activity, which will help ensure sharing of information and seamless interoperability of data across e-Governance applications. DIT under NeGP is promoting the usage of Open Standards to avoid any technology lock-ins.

An Institutional Mechanism has been setup under NeGP to evolve/adopt Standards for e-Governance. There is an Apex Body under the chairmanship of Secretary, DIT with members from NASSCOM, MAIT, BIS, Central & State government which is responsible for approving and notifying Standards. There are Expert committees & Working groups to prepare the draft Standard recommendations which are put up for public review and undergo wider consultations prior to approval by Apex Body.

Standards and guidelines already Notified and made available on the Standards website http://egovstandards.gov.in are:

- Metadata & Data Standards: These define standards for person and land identification like name, address, which will ensure sharing of information and seamless interoperability of data across applications
- Localisation and Language Technology Standards: Character Encoding Standard Unicode 5.1.0 and Font Standard ISO/IEC14496-22 Open Font Format
- Network and Information Security: 7 guideline documents under e-Governance Security Assurance Framework(eSAFE) for implementation of ISO 27001
- Digital Signature: Digital Signature Certificate(DSC) Interoperability guidelines will enable interoperability of DSC's issued by various Certifying Authorities(CA)
- GOI has evolved a Quality Assurance Framework to ensure quality in e-Governance. Two documents "Quality Assurance Framework" and "Conformity Assessment requirements" have been approved and notified on the Standards Website
- GOI has also evolved Website Design Guidelines compliant to Web Accessibility guidelines.

Standards in progress:

- Policy on Open Standards –Draft Policy approved by the Apex Body. Approval of MoCIT is progress. -The Policy provides a framework for the selection of Standards to facilitate interoperability between systems while providing organizations the flexibility to select different hardware, systems software, and application software for implementing e-Governance solution

- Localization and Language Technology Standards
    - Keyboard layout standard public review completed.
- Technology Standards on Interoperability – First draft to be submitted by expert committee for public review shortly.
- Biometrics: Standards for facial image, finger prints and minutia drafted and in-principle approved by Apex Body. To be notified by mid Nov 2010. Iris Standard draft has been prepared by the Expert committee and will be put up for public review shortly.
- Enterprise Architecture framework - First draft of this framework for e-Governance applications for public review will be available in early Jan 2011
- XML Signatures – An expert committee set up by CCA to evaluate the use of XML signatures in e-Governance and its legal validity. Recommendations to be submitted by Nov 2010
- Security Guidelines – Two more guidelines under eSAFE to ensure smooth implementation of ISO 27001 standard under preparation.

An Engineer's choice

Medovizo Sophie

Mohonkhola

Dist: Kohima

Nagaland

Medovizo Sophie, an Electronics Engineer, started his career as a CIC operator after his graduation. He was the first CIC operator to be appointed by DIT and was involved in the pilot CIC project in Jakama, under Kohima district.

Thereafter, Medovizo opted to become a Village Level Entrepreneur in the current CSC project. His CSC is located in Mohonkhola area in Kohima town and offers varied services such as Computer typing, Photocopying, Printing, Scanning, Internet Browsing, Railway Ticketing etc. Apart from these services, he is also offering Battery/Dynamo servicing and repairing and other automobile related services.

Medovizo has been able to make a profit of about Rs 6,000 every month.

Capacity Building Scheme: Role of NeGD

A Background Paper

Chapter 7

Capacity Building Scheme – Role of NeGD

The implementation of the National e Governance Plan requires significant capacity building, institutional strengthening and change management. Recognising this need, the Govternment of India approved the Capacity Building scheme(CB scheme) as a central sector scheme in January 2008. The scheme addresses critical '**human resource development**' and '**training'** needs of NeGP to provide technical and professional support to State level policy and decision makers, and to develop specialised skills for e-governance at all levels.

The Scheme envisions:

i) Establishing institutional frameworks for e Governance programme
ii) Setting up of State e Mission Teams(SeMTs) in States and UTs
iii) Imparting specialized training/ orientation training
iv) Knowledge sharing and bringing in international best practices
v) Strengthening Training institutions in the States
vi) Setting up a Capacity Building Management Cell for Coordination and implementation of the Scheme under the guidance of an Empowered Committee Chaired by the Secretary(IT) GOI.

Role of the National e Governance Division in Capacity Building

National e Governance Division (NeGD) is an independent business division within Media Lab Asia, a public sector company, registered under section 25 of Companies Act under the Ministry of Communications and Information Technology (MCIT), Government of India. It was created based on the recommendation of Committee of Secretaries (CoS) and came into effect on 8/6/2009.

It was decided to place manpower in NeGD from Government sector on deputation basis as well as from the open market. Total sanctioned strength of NeGD corporate is 49 in addition to other secretarial staff. NeGD is headed by a President & CEO.

Presently Shri S R Rao, Addl secretary, DIT holds additional charge of this post.

The staffing at various levels is given in the following table:

Department	Senior Management	Middle Management	Junior Management	Executive	Total
President & CEO					1
COO					1
CBMC	1	3	5	2	11
Strategic Planning	1	3	2	1	7
Finance & Accounts	1	2	2	1	6
Technology	1	2	4	0	7
Program & Knowledge Management	1	2	3	0	6
Project Development	1	1	1	0	3
Project Appraisal	1	1	4	1	7
Total	7	14	21	5	**49**

So far, 6 persons at senior management level have joined. Total strength of NeGD as of now is 36.

NeGD enjoys administrative, financial and HR autonomy in its role of Program Implementation of NeGP and Capacity Building. A Committee of the Board with the nomenclature of "NeGD Committee" has been appointed to supervise, guide and control NeGD. This committee is headed by the Secretary, Department of Information Technology.

NeGD, as an Independent Business Division of Media Lab Asia, a Section 25 Company of DIT, has been entrusted with the implementation of the Capacity Building Scheme. In NeGD, the Capacity Building Management Cell (CBMC) handles this work. The immediate tasks of the CBMC are:

i) Strengthening the SeMTs with professionals with appropriate skills set and aptitude, on deputation from the Government, PSUs etc and from the open market with skills in the

areas of Technology, Project management, Finance and Change management to the SeMTs

ii) Training of all stakeholders

State eMission Teams

To achieve the goals and objectives of the NeGP, the State e-Gov Councils under the Chairmanship of State Chief Ministers would provide overall vision, policy direction and guidance to the State level initiatives. The State Apex Committees chaired by the Chief Secretary of the State would oversee the e-Governance program and ensure inter-departmental coordination.

State e Mission Teams (SeMTs) are part of institutional framework for the states in order to drive e governance. They will consist of persons having relevant expertise and experience to provide technical and professional support to the state governments/ UTs. The SeMTs would provide the professional support, standardisation and consistency through program managment of e-Governance initiatives in the State. These SeMTs would function under the administrative control of the State Government through a Nodal Agency for day-today operations.

In order to maintain quality and suitability of SeMT personnel, the Department of IT, GoI had centrally arranged the empanelment of suitable agencies to assist the States / UTs in recruiting quality resources. The NeGD, in an arrangment with National Institute for Smart Government (NISG), had also recently undertaken recruitment of professionals to the SeMTs. The selected persons are expected to join the SeMTs shortly.

The full-fledged Capacity Building Management Cell (CBMC) established within NeGD will play the nodal role in setting up the structure, framing guidelines and policies for the CB scheme pertaining to provisioning of manpower at both NeGD Corporate and SeMTs across States/UTs. The process of provisioning manpower at SeMTs is underway. It has also been asked to constitute the project management teams for various ministries.

Training

Under the CB Schme, training has been envisaged for all stakeholders ranging from policy decision makers to the Panchayat level. The task of CBMC in this regard is to:

- Identify the extent and depth of trainign for each category of target audience
- Facilitate the design and development of training content and curriculum for key training programs.
- Plan and idendify resources
- Strengthen the institututional mechanism for imparting training on regular basis.

- Facilitate design and development of knowledge management framework.

Roll out of training programmes

The Orientation Programmes for policy makers are already underway and the Specialized training courses for officers at various levels, are ready for roll out.

A. Orientation program for the Apex/Policy level

The orientation programmes are 1-2 days focused workshops for political, and senior policy level officials (Ministers & Administrative heads) focussed on

- e-Governance as an enabler for Good Governance
- Update on National e-Governance Plan
- Share good eGov practices in other States
- Transformation issues and implementation challenges
- Discussions on State specific issues and clarity on way forward

These training have already been conducted in 9 states and other States are expected to be covered by October 2011.

B. Specialized Training courses for e-Governance

These are Department level training programmes for different levels of management and comprise of short term courses for the Senior management levels and courses of longer duartion for officers at the middle management levels.

i) Set 1 courses: 2 days courses for Principal Secretary, Secretary, Commissioner, Additional Secretary, Jt. Secretary & District Collector in the following areas:

1) e-Governance Project Lifecycle
2) Government Process Reengineering
3) Business Models and Public Private Partnership

ii) Set 2 courses: for Director, Jt. Director, Additional Director, Sr. Officials at HQ & District, etc in the following areas:

1) e-Governance Project Lifecycle
2) Government Process Reengineering (GPR)
3) Business models and Public Private Partnership for e-Governance Project
4) Change Management and Capacity Building for e-Governance

5) Regulatory framework for e-Governance (IT Act and Contract Management)
6) Information Security Management, Enterprise Applications & Open source for e-Governance
7) Project Management Assertiveness,
8) Communication & Presentation Skills

The content for these courses has been finalised in consultation with various stakeholders, 5 State institutions to begin with and resource persons have been identified and the roll out is planned in the current year. More institutions and resource persons are proposed to be added and the courses further refined after obtaining feedback as the programme gains maturity.

The National Institute for Smart Government (NISG) has been entrusted with the implementation of these tranings.

CSCs can pay!

Tarun Mondal

Village: Kanyanagar

District: South 24 parganas

West Bengal

A businessman by profession, Tarun Mondal's dream was to double his income. He got the opportunity when he read about the Tathya Mitra Common Services Centre scheme in the newspaper.

Tarun applied for the post of a VLE immediately and was selected by SREI Sahaj e-Village. The SCA imparted necessary training to enable him to deliver services.

Tarun inaugurated his Centre in February 2009. And at present, his CSC offers a range of services to the citizens such as IRCTC Ticket booking, e-Learning course, BSNL Landline and Mobile Bill Collection, Electricity Bill Collection, Mobile Top-up & recharge, Insurance services, Desk Top Publishing, Digital photography and several offline services.

Over the last 2 months, Tarun has been able to generate an income of Rs. 32,338

National Population Register (NPR): Role of DIT

A Background Paper

Chapter 8

National Population Register (NPR): Role of DIT

1. Introduction

The Government of India has initiated the process of creation of National Population Register (NPR) by collecting specific information of all usual residents in the country during the Houselisting and Housing Census phase of Census 2011. The NPR is a comprehensive identity database to be maintained by the Registrar General and Census Commissioner of India (RG&CCI), Ministry of Home Affairs, Government of India. The objective of creation of the NPR is to help in better targeting of the benefits and services under the various government schemes, improve security, assist in the planning process and make the process of identification of residents easier, quicker, and simpler.

The NPR Process

In the NPR process, following details have been gathered by the designated enumerators by visiting each and every household:

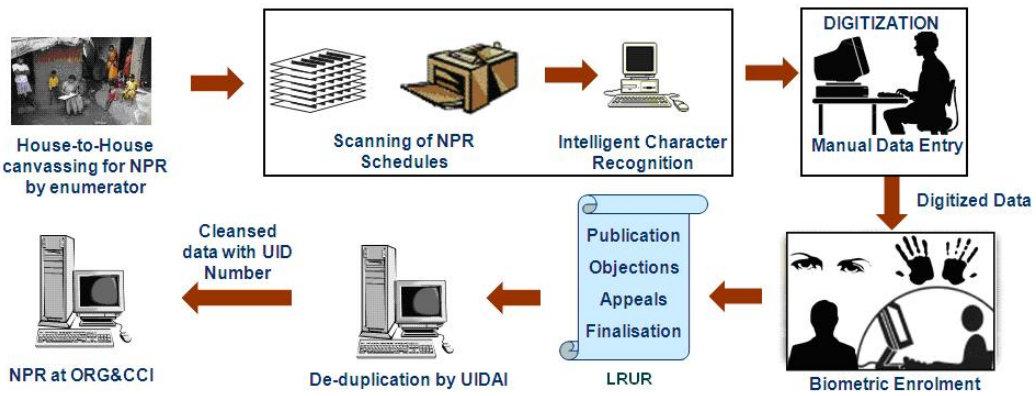
i. Name of the person
ii. Name of the person as should appear in the National Population Register
iii. Relationship to Head
iv. Sex
v. Date of Birth
vi. Marital Status
vii. Educational Qualification
viii. Occupation/Activity
ix. Name(s) of father, mother and spouse in full
x. Place of Birth
xi. Nationality as declared
xii. Present address of usual residence
xiii. Duration of stay at present address
xiv. Permanent residential address

The data thus collected will be digitized in the local language of the State as well as in English. This process involves the scanning of the NPR Schedules and validating the data using an Intelligent Character Recognition (ICR) Software. For this purpose, RGI has established a number of scanning centres across the country. The data thus scanned in the form of scanned images will then be manually digitized.

Once this demographic database has been created, then the biometric enrolment (capture of one Photograph, 10 Finger Prints and Iris scan of both eyes) will be carried out for all persons aged 5 years and above by organising enrolment camps in every village and at the ward level in every town. The collected data will be printed in the form of LRUR (Local Register of Usual Residents) and displayed at prominent places within the village and ward for inviting claims/objections from the public. Each of these claims/objections will then be enquired into by the Local Registrar (local Revenue Official) and disposed off through a set process as per the instructions from RGI.

Once this process is over, the lists will be placed before the Gram Sabha in villages and the Ward Committee in towns for vetting the list of usual residents. Once the list is cleared, the same would be authenticated by the District Collector/Magistrate. Corrections/modifications in the LRUR would then be carried out in the database.

The information thus authenticated will then be sent to the Unique Identification Authority of India (UIDAI) for de-duplication and issue of Unique Identification (UID) Numbers. The cleaned database along with the UID Number will then be sent back to the Office of the Registrar General and Census Commissioner of India (ORG&CCI) and would form the National Population Register. The diagram below shows the entire process of NPR in a nutshell.



2. Role of Department of Information Technology (DIT) in NPR

The Office of the Registrar General and Census Commissioner of India (ORG&CCI) has assigned Department of Information Technology (DIT) with the responsibility of demographic

data digitization and biometric data collection in 19 states and 2 Union Territories (UTs) of India. These states and UTs are as follows:

States:

1. Arunachal Pradesh
2. Assam
3. Bihar
4. Chattisgarh
5. Haryana
6. Himachal Pradesh
7. Jammu & Kashmir
8. Jharkhand
9. Madhya Pradesh
10. Manipur
11. Meghalaya
12. Mizoram
13. Nagaland
14. Punjab
15. Rajasthan
16. Sikkim
17. Tripura
18. Uttar Pradesh
19. Uttarakhand

Union Territories:

1. Chandigarh
2. Dadra & Nagar Haveli

DIT will undertake the following activities on behalf of the ORG&CCI to enable creation of the National Population Register and facilitate the issuance of UID numbers to the usual residents within the states assigned to it:

- **Digitization:** The ORG&CCI will be responsible for scanning and Intelligent Character Recognition (ICR) of the NPR Schedules collected from the field. Once ICR has been performed, the scanned images will be handed over to DIT to complete manual data entry in two languages, i.e. English Language and the local language of the State.
- **Biometric Enrolment:** Upon completion of manual data entry, DIT will capture biometric data of all residents aged 5 years and above.
- **Data Consolidation and Delivery:** DIT shall consolidate the captured data, including demographic and biometric data, and deliver the same to ORG&CCI for further de-duplication and assignment of UID numbers by the UIDAI.

For carrying out the above mentioned activities, DIT has proposed to avail the services of Managed Service Providers (MSPs). These MSPs would be appointed through a transparent bidding process.

3. Role of Various Organizations within DIT in Creation of NPR

DIT has proposed to leverage the capabilities of its various organizations in implementing the NPR project in the assigned states and UTs. The roles and responsibilities of these organizations are explained below in brief.

DOEACC: DOEACC shall be the nodal agency on behalf of DIT for implementing the NPR project in the assigned states and UTs. It shall coordinate with the other DIT organizations and engage them for carrying out specific activities in order to implement the NPR project. For creation of the NPR in rural areas, it shall engage the services of CSC e-Governance Services India Ltd. For urban areas, DOEACC itself shall appoint the Managed Service Providers and monitor and supervise the implementation.

CSC e-Governance Services India Ltd: CSC e-Governance Services India Ltd. has been established as a company under the Companies Act 1956 for the sole purpose of managing the CSC scheme under the National e-Governance Plan (NeGP). Therefore, the overall responsibility for implementing the NPR project in the rural areas has been assigned to CSC e-Governance Services India Ltd.

It is envisaged that the Common Service Centres (CSCs) established under the NeGP shall play a prominent role in implementing the NPR project in the rural areas. It is proposed that the CSCs would take up the work of demographic data digitization at their centres.

As the responsibility of establishing and managing the CSCs has been assigned to the Service Centre Agencies (SCAs) under the NeGP, it is proposed that the SCAs would be given preference to take up 50% of the work of data digitization in rural areas provided they accept to take up the work at the lowest prices obtained in the bidding process. It is also envisaged that the CSCs would play an important role in the biometric enrolment of the usual residents in the rural areas.

C-DAC: C-DAC shall establish and manage the national and regional level data centres, as required, for consolidating the data for the NPR project. It shall also develop a Management Information System (MIS) for monitoring and supervision of the entire NPR exercise and an ICT based NPR helpdesk interface for the public consisting of a website with multilingual support, interactive voice response system (IVRS) with multilingual support, and mobile phone and SMS based query and response system.

STPI: STPI will coordinate with C-DAC and DOEACC in the execution of NPR activities, such as setting up data centres at national and regional levels as required.

STQC: STQC would assist in testing various software solutions as and when necessary.

NeGD: The National e-Governance Division (NeGD) of Media Lab Asia, a newly established organization within DIT, shall assist in overall project coordination and monitoring for NPR on behalf of DIT.

Role of the State Governments

It is envisaged that the state Governments would play a very important role in the entire NPR exercise. As the NPR exercise involves field work in every village and town in the assigned states and UTs, the role of the state Government and the district administration becomes paramount. The state Government and the district administration would be closely involved in monitoring and supervising the field work associated with demographic data digitization and biometric enrolment. They would ensure that the Managed Service Providers appointed for implementing the activities associated with the NPR project carry out their assigned tasks without any difficulty under their close supervision and monitoring.

A differently-abled lady makes a difference

Kumari Rukmani Sahu

Village: Chawad

Dist: Kanker

Chhattisgarh

Kumari Rukmani Sahu is a physically challenged woman residing in Chhattisgarh. She did her diploma from Medical Laboratory Technology College in Raipur. However, she was always interested in Computers and hence she took up a course in PGDCA. Thereafter she set up a learning Centre in her village and started teaching short term courses. In due course of time she found out about AISECT. She tied up with them to run a Centre of theirs and be a VLE under AISECT.

At present Rukmini is successfully running her Centre and is delivering various B2C services. Data entry work for NREGA, mobile recharge, digital photography, and photocopy are some of the services being provided through her Centre. In addition to this, she also helps 15 students to do their professional courses through her Centre. Rukmini's brother also helps her in running the CSC and the average income from her Centre is Rs. 8000 – Rs. 10,000 per month.

Guidelines For Strategic Control In Outsourced Projects

A Background Paper

Chapter 9

Guidelines For Strategic Control In Outsourced Projects

Foreword

The National e-Governance Plan of Indian Government seeks to lay the foundation and provide the impetus for long-term growth of e-Governance within the country. The plan seeks to create the right governance and institutional mechanisms, to set up the core infrastructure and policies and to implement a number of Mission Mode Projects at the center, state and integrated service levels to create a citizen-centric and business-centric environment for governance. Implementation of e-Governance projects is a highly complex process requiring provisioning of hardware & software, networking, change management and capacity building.

To expedite the implementation e-Governance projects, participation of Industry both as partner and vendor has become essential. This has resulted into a significant increase in the role and responsibilities of the Industry and Private Sector in such projects. Although outsourcing to Industry has increased the bandwidth for implementation of the projects, it has also necessitated the need of retaining Strategic Control within the Line Ministries/Departments of the Government.

Strategic Control enables Line Ministries/Departments to have control over the outcomes, make required changes and have the capability of exit management. Additionally it also ensures that the Government has complete control over the Strategic Assets like software application, databases and core infrastructure.

While the government implements the e-governance projects through outsourced agencies, it becomes highly imperative for the government to ensure proper systems, processes and structures are put in place so the government can exercise Strategic Control over the entire lifecycle of the programs starting from conceptualization to operation and maintenance.

This document will provide the necessary tool and techniques to the Line Ministries and Government Departments to ensure that they retain the Strategic Control of the e-Government Projects and achieve the vision of the National e-Government Program in a sustainable and fast manner.

1. Introduction

1.1 Information Technology (IT) has emerged as a key driver in improving the efficiency in the Government Processes thereby facilitating higher levels of service delivery to the citizens and other stakeholders. Additionally, it is also improving the effectiveness, accountability and transparency of the Government processes. To expedite the implementation of IT projects especially in the area of e-Governance, participation of Industry both as partner and vendor has become essential. This has resulted into a significant increase in the role and responsibilities of the Industry and Private Sector in such projects. Although outsourcing to Industry has increased the bandwidth for implementation of the projects, it has also necessitated the need of retaining Strategic Control within the Line Ministries/Departments over the project life cycle, its deliverables and outcome.

1.2 This document details out necessary guidelines enabling Line Ministries/Departments to retain Strategic Control within the Government framework.

1.3 Although Strategic Control has not been formally defined anywhere, however, it is about Line Ministry/Department having control over the **outcomes** and ability to make required **changes**, **enhancements**, and having capability of **exit management**. Additionally, it could be interpreted as the authority of the Government to have complete control over the **Strategic Assets**, i.e., software application, databases and core infrastructure. This also means that:

i. The system performs functions and acts in conformance with the requirements and provides desired outcomes (deliverables/Service Levels).

ii. The application system and the databases are designed, developed, installed and managed exactly in conformance with the procedures laid down for delivery of services.

iii. The security of the overall system is of the appropriate order following international standards.

iv. Any change required to the solution is with specific approval of competent authority in the Government.

v. The outsourced vendor does not have access to the system beyond prescribed authority as defined by Line Ministry/Department.

vi. The processes, including legal enablement and capacity within the government are in place to take-over the entire system in case of an exit of the vendor (premature or planned).

vii. There is an ability to make necessary mid-course changes to the system

1.4 To address the requirement and for day-to-day monitoring to check the efficacy of Strategic Control of the assets, the Government would need to:

i. have complete understanding and knowledge of the system

ii. possess necessary documentation of the architecture, design and functioning of the system

iii. have right kind of tools to monitor the system, specifically related to Strategic Assets.

iv. have complete ownership over the data

v. possess optimum manpower and required capability to monitor and scale up for taking over the system, whenever required. The manpower required would be in the area of:

- Application Related expertise
- Data and Database related expertise
- System related expertise
- Data centre related expertise
- Networking related expertise
- Security related expertise

1.5 The following are the measures needed to ensure the required Strategic Control in outsourced project:

i. The need and contours of Strategic Control should be defined at the conceptualisation stage itself.

ii. Design of the project is such as to ensure vendor independence.

iii. Ensure security and privacy of the Government data by retaining complete control on data/information

iv. minimize vendor lock-in and provide viable exit management process through knowledge of tools, technologies and architecture for necessary control on applications software to

v. The Qualification Criteria for prospective outsourced vendors are set based on the nature of the project.

vi. Necessary arrangements for monitoring of adherence to SLA are made for the operations and maintenance of projects.

2. What are Strategic Assets?

Following may be classified as Strategic Assets which require necessary control of the Government:

i. Software application, Data, Databases and Core Infrastructure.

ii. The knowledge and processes applied during design and implementation.

iii. Resources and tools that help in managing the application.

iv. Intellectual Property created during the lifecycle of the project.

3. Objectives of Strategic Control in projects managed in Outsourced Mode

Strategic Control in projects managed in outsourced mode should ensure the following for the Government:

i. Control over Governance Process, Information and Outcomes.

ii. Control over all intellectual property, source code and associated documents.

iii. Non leakage of Revenue and Information.

iv. Control over security processes for data, application and infrastructure security and integrity.

v. Control of Service Levels and their monitoring.

vi. Making necessary changes and enhancements as and when required as per business needs.

vii. Complete control over audit trails.

viii. Taking over the system with ease whenever required due to exit of private partner.

4. Governance Structure

Governance Structure depicted in Figure **1** is suggested in the Operational Guidelines[1] issued by Dept. of IT, GoI. This section describes various elements of Governance Structure which have to be leveraged for retaining the Strategic Control within the Line Ministry/Department. Further details on Governance Structure including Roles and Responsibilities are provided in Operational Guidelines. The suggested Governance Structure is mentioned below.

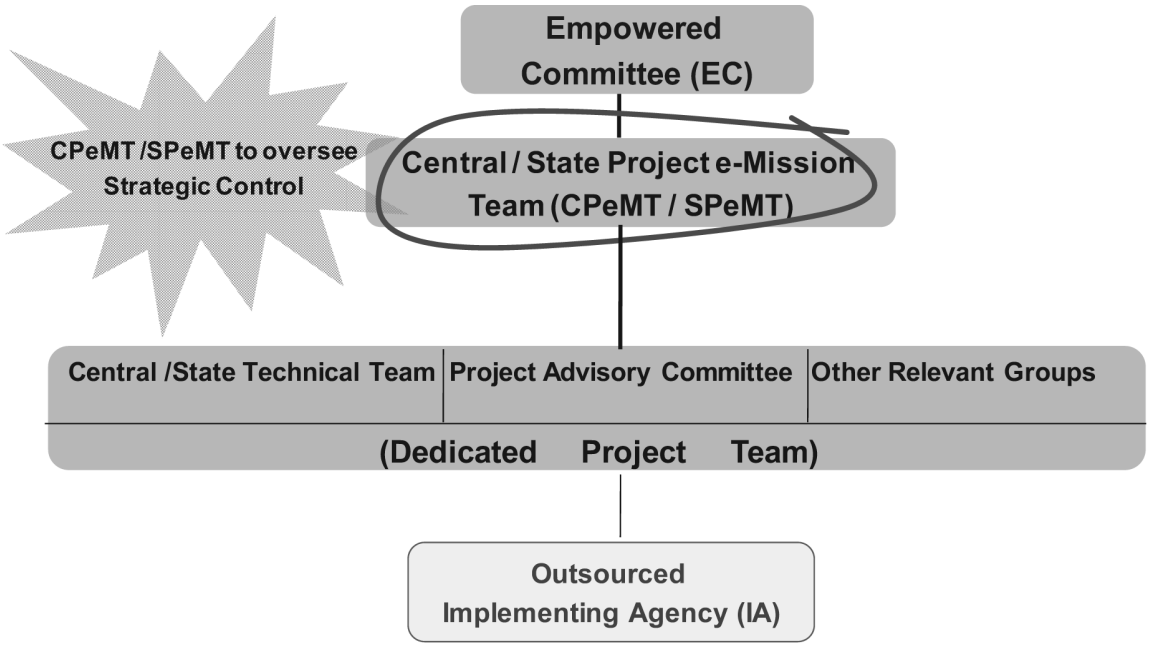

Empowered Committee (EC)
CPeMT /SPeMT to oversee Strategic Control
Central / State Project e-Mission Team (CPeMT / SPeMT)
Central /State Technical Team
Project Advisory Committee
Other Relevant Groups
(Dedicated Project Team)
Outsourced Implementing Agency (IA)

Figure 1 - Governance Structure (Based on Operational Guidelines)

Empowered Committee (EC), with Secretary of the Line Ministry as its Chairman, shall be responsible for overall guidance, for deciding policy level matters and to act as final body for approving all deliverables relating to the Programme.

Central Project e-Mission Team (CPeMT) is headed by a senior domain representative from the Line Ministry as the Project Mission Leader. The Central Project e-Mission Team (CPeMT) has the overall responsibility of project design, development, supervision, guidance, evaluation and monitoring of the implementation, business process re-engineering implementation of an e-Governance project and shall be responsible for exercising Strategic Control. To effectively manage various activities of the project development and implementation, various subgroups could be formed under CPeMT to support its activities.

[1] The Guidelines are available at the URL http://mit.gov.in/download/GuideforOperationalModel4.0.pdf

The two key subgroups are Central Technical Team (CTT) and Process Advisory Committee (PAC).

- **Central Technical Team (CTT)**: The responsibility of CTT inter alia includes providing technical leadership and **ensuring** Strategic Control over the project and Strategic Assets.
- **Process Advisory Committee (PAC):** PAC is responsible for providing process level inputs and functional requirements.

Implementation Agency (IA): IA, which can be an outsourced agency, is entrusted with the responsibility to undertake implementation of the project as per predetermined deliverables. IA is accountable to CPeMT through CTT and PAC. Detailed process and responsibilities of IA, CTT and PAC are mentioned in Operational Guidelines.

Programme Management Unit (PMU) or a **Special Purpose Vehicle (SPV)** could be created in order to provide operational flexibility and financial autonomy in monitoring and implementation of the project. PMU or SPV also facilitates engagement of skilled resources from the market to strengthen CPeMT/CTT on need basis.

Dedicated Project Team: In order to have a unified and integrated support to all e-Governance/ICT related initiatives within the Line Ministry/Department, there is a need to create the above mentioned sustainable institutional framework. Towards this objective, the CTT, PAC and other groups will be dedicated to the project on a full time basis working as a 'Dedicated Project Team'. The dedicated project team could be a part of the CPeMT for smaller project or could be constituted in the form of a SPV for a very large projects based on the requirements of the respective Department. This team shall have following key responsibilities at the program level -

- Provide a unified & integrated approach to all ICT related initiatives
- Support in ensuring Strategic Control
- Address cyber security
- Ensure Standards and interoperability
- Administer best practices
- Administer policies and procedures across projects
- Ensure use of common infrastructure

The detailed roles of the CPeMT and CTT for the purpose of retaining Strategic Control are further elaborated in para 4.1 and 4.2 respectively.

The teams corresponding to CPeMT and CTT at the State level are State Project e-Mission Team (State PeMT) and State Technical Team (STT).

4.1. Central Project e-Mission Team (CPeMT) / State Project e-Mission Team (State PeMT)

a) Formation of CPeMT – The CPeMT is normally headed by a senior domain representative from the Line Ministry (not below the level of Joint Secretary) as the Project Mission Leader. It is expected to have senior representatives from the Line Department, State Government, NIC, DIT, NISG and others. For more details, refer to Operational Guidelines issued by Department of IT[2].

b) The continuity of the key members of CPeMT is critical for the success of the project and therefore it should be maintained all through the complete life-cycle of the project. Depending upon the type of project, senior members from Industry bodies such as NASSCOM, MAIT may be included as special invitees in CPeMT. However, the Line Ministry/Department should ensure that no conflict of interest arises out of such inclusions.

c) The Central Project e-Mission Team (CPeMT), established at the Central Line Ministry to manage and monitor all activities with respect to design, development, implementation and roll-out of the Project Scheme, shall be made responsible for clearly defining the level and extent of Strategic Control. CPeMT shall ensure Strategic Control of the project with support of CTT.

d) For the purpose of **ensuring Strategic Control** over the project CPeMT shall:
   i. Decide on the **contours of Strategic Control**. CPeMT in the very beginning itself should assess and approve the criticality of the project with respect to Strategic Control as worked out by CTT.
   ii. Define the **extent of IPR** of application software based on the criticality and commercial aspects of the system.
   iii. Be responsible for entire project design and development, including key deliverables, SLAs and outcomes.
   iv. Develop the business structure for industry participation (private enterprises including participation of foreign organization) in projects to be outsourced.

e) The CPeMT should ensure regular review meetings at scheduled frequency. All meetings shall be duly minuted, which shall be submitted and presented to the EC in a time bound manner.

4.2. Central Technical Team (CTT) / State Technical Team (STT)

a) Formation of the CTT - The CTT is primarily a technical body that may be headed by a senior technical member, nominated by Mission Leader/Line Ministry as Chairman. CTT shall also have requisite number of internal/hired IT experts. The composition of CTT is described in detail in Operational Guidelines. CTT is expected to critically review and supervise the basic design of the system and, while doing so, has to ensure effective Strategic Control as defined by the CPeMT.

[2] The Guidelines are available at the URL http://mit.gov.in/download/GuideforOperationalModel4.0.pdf.

b) From the perspective of maintaining Strategic Control, the CTT's role is as follows,
   (i) Ensure standards for S/W development
   (ii) Ensure Strategic control as per the contours decided by CPeMT
   (iii) Ensure taking over of IPR (extent as decided by the CPeMT), and necessary knowledge of COTS packages if used.
   (iv) Interface with third party certifying agency
   (v) Manage knowledge transfer from consulting and implementing agencies.
   (vi) Detail the criticality of various project components/modules within the framework and contours of Strategic Control as decided by CPeMT.

c) The control over Strategic Assets would be achieved by ensuring:
   (i) Core application and databases are owned by the Government and changes to the application system/databases are made only under due authority of the Government.
   (ii) Control over network as well as security system (by way of assigning roles and privileges, configuration management in relation to all the security assets like firewalls, routers, switches, IPS and IDS).
   (iii) Planning for Exit Management, wherein the Government has thorough understanding of the System and is in a position to scale up and take over the system, whenever required.
   (iv) Auditing and testing by STQC/3rd party Independent Auditors with the help of internal or external resources.
   (v) Detailed documentation created for the project by the outsourced implementing agency, in consultation with CTT/PAC for the entire lifecycle of the project shall remain under the ownership of the CTT.

5. Levels of Strategic Control

A project is usually broken down into several logical components (modules or services) that interface with each other to give the overall functionality. From the Strategic Control and security perspective, it becomes essential to categorize each of these project components. Government of India has formulated standards and guidelines to ensure information security in e-Governance projects. This includes e-Security Assurance Framework for Security Categorisation of Information System, which provides a generalized format for expressing the security category (SC) of software application.[3] It could be used to categorise an e-Governance project based on potential impacts to the organization in case of security needs.

On the similar lines, a project may be categorised for defining the contours of Strategic Control. The Strategic Control category could be defined by considering the attributes such as –

- Exposure to National Security (External)
- Exposure to National Security (Internal)
- Sensitivity of Governance Workflow

[3] Guidelines for Security Categorization of eGovernance Information Systems, eSAFE-GD100, Ver 1.0, January 2010, DIT, GOI, available at http://egovstandards.gov.in/approved-standards/egscontent.2010-02-25.2041424279/base_view (URL Accessed 01 June 2010)

- Criticality of Data and Information
- Extent of Financial Exposure

Other attributes could also be considered based on the needs and requirements of specific Line Ministry/Department. Each of these attributes should be categorised as Very High, High, Moderate or Low to arrive at overall categorisation of Strategic Control requirements for the project. This activity shall be performed by CPeMT during conceptualisation stage of the project. For illustrative examples to be used as a guide refer to Annexure D.

i) Category 1 – Low Level

A low-impact project is defined as one for which all of the criteria are low. All components of the project are low impact. At least CTT shall have necessary knowledge and overall understanding of the architecture and the design.

ii) Category 2 – Moderate Level

A moderate-impact project is defined as one for which at least one of the criterion is moderate and no criterion is more than moderate. None of the components has very high or high impact. At least CTT shall have understanding of architecture and the design with knowledge of tools and methodologies used. The project could be outsourced to a lead vendor with one or more sub-vendors to enable backup(s). Data accessibility should be allowed to limited and vetted personnel from the vendors.

iii) Category 3 – High Level

A high-impact project is defined as one with at least one of the criterion as high or any one of the component has high impact. In addition to the understanding of architecture, high level and detailed design with knowledge of tools and methodologies used, CTT should participate with outsourced vendor in design and development of the system. Implementation and rollout of the system could be outsourced to multiple vendors. Data should be supervised/managed by CTT/supported by Government body.

iv) Category 4 – Very High Level

A very high-impact project is defined as one with at least one of the criterion as very high or any one of the component has very high impact. CTT along with Government body supervise the vendor(s) or a Government body, like NIC, could be chosen for solution development. The critical data should be managed internally by the Government Department.

For further details about Level of Strategic Control please refer Annexure E.

6. Phase-wise actions for Strategic Control

6.1. Project Lifecycle

A typical project lifecycle has following phases:

i. Project Conceptualisation
ii. Detailed Project Report

iii. RFP and Scope Development
iv. Bid Evaluation and Selection
v. SRS Development
vi. Design and Coding
vii. Testing
viii. Operations and Maintenance
ix. Exit Management

Strategic Control has to be managed over the entire life cycle of the project beginning from conceptualisation stage, definition of functional requirements, architecture, application development and right up to operations and maintenance phase. Foundation of Strategic Control for any outsourced project is laid down by Line Ministry/Department at the time of Project Conceptualisation.

6.2. Processes common to all phases

This section indicates the steps that need to be taken by States / Government Departments to ensure Strategic Control over technology assets during a project that is managed in a Public-Private Partnership mode.

The Strategic Control will have to be retained on a continuous basis within the Line Ministries/Departments. Usually, as applications evolve due to continuous re-engineering of the processes, the application software also will keep evolving over time. Such changes in processes and consequent changes in application also have to be retained within the Line Ministry/Department as part of the Strategic Control.

For all phases, following common principles should be used to retain Strategic Control,

i. **Project tracking** - For this, project planning tools can be used. The IT software vendor should share the tool and status dashboard with the CTT to ensure transparency.

ii. **Review Process** – All phases should have peer and management reviews. All documents, design and code should be allowed after critical review of the same.

iii. **Phase-End Approval –** Each Phase should be formally approved as completed by the CTT/STT. The CPeMT / State PeMT should monitor these approvals.

iv. **Configuration Management** process to ensure that all changes (in code and in documents) are version controlled. All version increments should be marked with name of person making change, reason for change along with date and timestamp.

v. **Release Management process** should be adopted at all suitable phases.

vi. **Use of Standards** – Project processes and controls should be based on standards. For more details on e-Governance Standards, please refer to the following link: http://egovstandards.gov.in/. For software asset management, standards like ISO/IEC 19770 may be followed.

vii. **Security Provisions** – The vendor should abide by well defined security processes. Standards like BS7799 / ISO27001 may be used as benchmarks. Please see Annexure A for details.

viii. **Documentation** – Rigorous documentation should be followed. Please check Annexure B for an indicative list of documents that the CTT should ask the vendor to provide.

ix. **Project repository** to store all related documents/artifacts/version control.

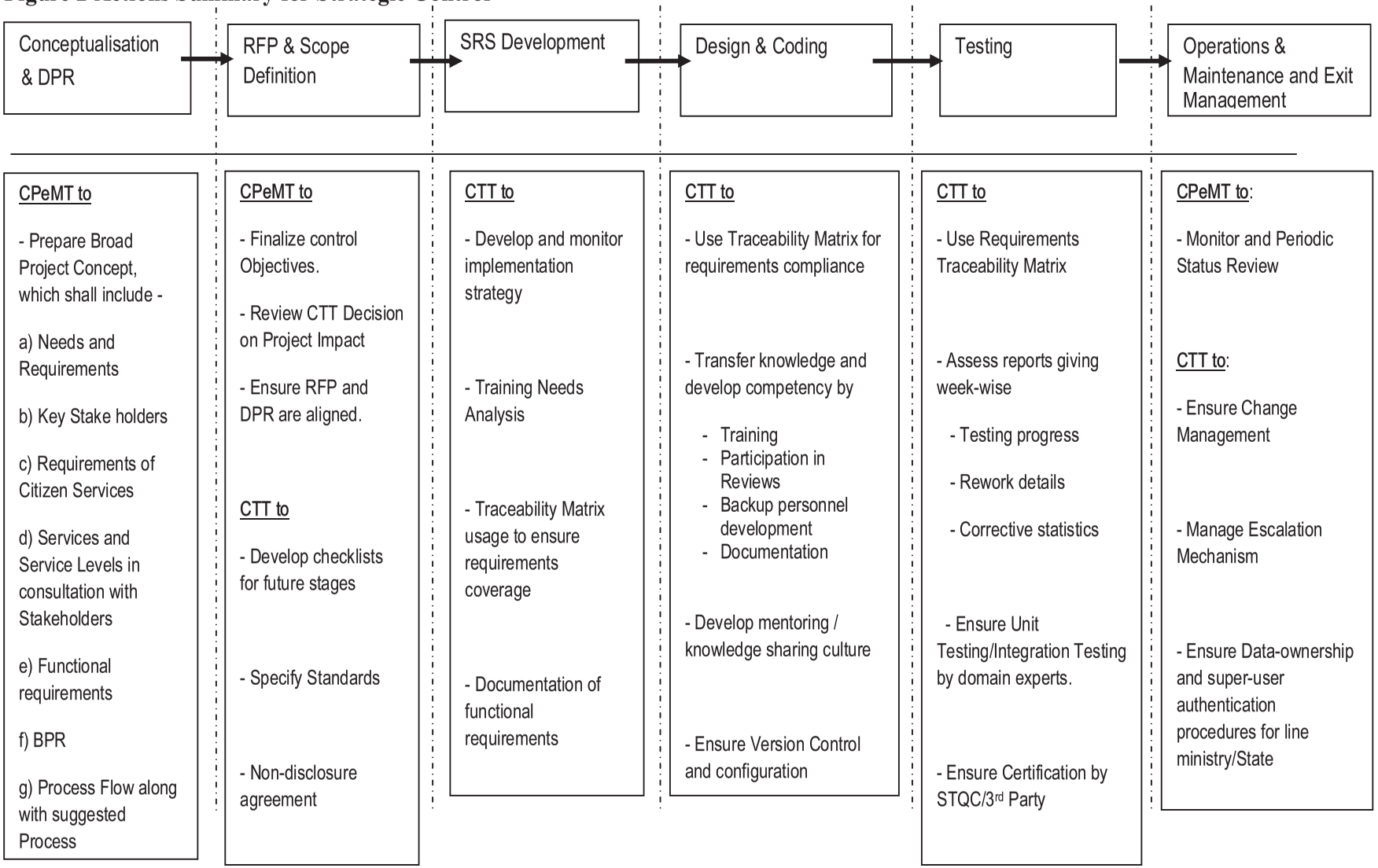
x. During the Bid Evaluation, CPeMT should be involved in order to ensure that Strategic Control objectives are met.

xi. **Disaster Recovery and Business Continuity Planning** – This should be tracked as a part of development of Strategic Control. Appropriate geographical distribution, backup planning and regular risk assessment should be carried out under this.

6.3. Steps detailed out in phased-wise actions for Strategic Control requires following mechanism:

- Strategic Control is to be managed by the Line Ministries/Departments over the entire life cycle of the project beginning from conceptualisation stage to technology selection to actual development and maintenance, not just in application development.
- In-house capability in terms of requisite number of technical resources within the Government for managing Strategic Control of an outsourced activity.
- The team managing the Strategic Control would be under the supervision and control of head of the dedicated team executing the project who is required to have adequate techno-managerial knowledge and experience.

Figure 2 Actions Summary for Strategic Control


Conceptualisation & DPR
RFP & Scope Definition
SRS Development
Design & Coding
Testing
Operations & Maintenance and Exit Management
CPeMT to
- Prepare Broad Project Concept, which shall include -
a) Needs and Requirements
b) Key Stake holders
c) Requirements of Citizen Services
d) Services and Service Levels in consultation with Stakeholders
e) Functional requirements
f) BPR
g) Process Flow along with suggested Process
CPeMT to
- Finalize control Objectives.
- Review CTT Decision on Project Impact
- Ensure RFP and DPR are aligned.
CTT to
- Develop checklists for future stages
- Specify Standards
- Non-disclosure agreement
CTT to
- Develop and monitor implementation strategy
- Training Needs Analysis
- Traceability Matrix usage to ensure requirements coverage
- Documentation of functional requirements
CTT to
- Use Traceability Matrix for requirements compliance
- Transfer knowledge and develop competency by
- Training
- Participation in Reviews
- Backup personnel development
- Documentation
- Develop mentoring / knowledge sharing culture
- Ensure Version Control and configuration
CTT to
- Use Requirements Traceability Matrix
- Assess reports giving week-wise
- Testing progress
- Rework details
- Corrective statistics
- Ensure Unit Testing/Integration Testing by domain experts.
- Ensure Certification by STQC/3rd Party
CPeMT to:
- Monitor and Periodic Status Review
CTT to:
- Ensure Change Management
- Manage Escalation Mechanism
- Ensure Data-ownership and super-user authentication procedures for line ministry/State

6.4. Processes specific to phases during project life-cycle

The following tables enlist the needs in each phase of a project and suggest ways to accomplish them. The table is indicative and may be modified as needed.

Table 1 - RFP and Scope Definition Stage Guidelines

What needs to be accomplished in this stage?	How? - Steps/Suggestions to ensure the needs are accomplished
- CPeMT to finalize the objectives on the degree of Strategic Control - CPeMT to ensure that DPR requirements are covered here. - CPeMT to ensure that capacity for Strategic Control is built during project timeline - CTT to develop documentation list - CTT to specify usage of standards and security systems	- Identification and categorization of project modules and decision on their control. - Assignment of qualified personnel from CPeMT - Usage of checklists for important documents - Use of standards as communicated by DIT Provision for Knowledge transfer to client at every stage of project - Deliverable acceptance mechanism may be defined or for a defined acceptance process, the same should be used for each deliverable identified at the beginning of the project.
Non Functional Requirements - Security and Access Control - Business Domain Requirements - Quality Requirements - Technical Requirements	 - Non-disclosure agreement between Govt. and vendor (Please checkAnnexure A for more details) - Reporting, Audit, Search, Training, Payment, Content Management, etc. - Quality should cover usability requirements, standards, performance and scalability parameters etc. - Technical requirements will include Enterprise Architecture, Service Oriented Architecture, Interoperability Requirements, Metadata, etc.

Table 2 - SRS Stage Guidelines[4]

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
CTT should ensure that, - The SRS correctly translates business requirements into functionalities and capabilities that the proposed software system must provide. - SRS is a combination of, - Functional Requirements - Planned Architecture including application architecture, database architecture, database control, network architecture etc. - User Access rights - Functional Modules - Use Cases - Scenarios - Data Requirements - Others	The CTT should use traceability matrix to ensure completeness and consistency of the SRS. Please check the sample matrix in Annexure C. The CTT should ensure acceptance and sign-off of following, - Documentation of the functional requirements - Acceptance of the use-cases - Knowledge transfer and awareness on architecture (database, network, applications etc.) - SRS approval. CPeMT should monitor and guide CTT as necessary.

It is imperative to note here that the Traceability Matrix evolves as the project progresses. Therefore, the CTT should ensure versioning of Traceability Matrix to track changes at each stage. CPeMT should monitor these changes to ensure that they do not deviate from the Scope of the project.

[4] This section derives heavily from SRS Template developed by NISG in NISG 1001:2008 document. Readers are encouraged to use the same during SRS development phase.

Table 3 – High Level Design Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
Following are described and used generally in the HLD, - User Interface - Dataflow Diagrams - Other system components - Integrate with COTS (if used as building blocks).	CTT needs to ensure, - Prior Knowledge - Training - Involvement with the vendor during HLD development
- Software development methodology and tools	- Competency development in CTT and Departments using training / mentoring to ensure full understanding of the development methodologies. - In addition to the above, training to develop competency in tools used for software design may also be needed.
- Create Knowledge Banks to "Preserve" domain knowledge	- CTT Personnel should - participate in review - ensure continuity - nominate more than 1 person - ensure proper documentation - Culture of sharing / mentoring to be fostered

Table 4 - Detailed Design Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
- Understanding of the detailed design The detailed design consists of description of - Data Structures - Database Design - Components and Entities - Interactions between components - Pseudo Code or Code Prototype - Design Limitations	CTT should ensure, - Awareness of system architecture and detailed design documentation. - Technical training if needed - Continue usage of the traceability matrix to map components with requirements CPeMT to monitor above.
- Map the detailed design to the business imperatives of the project - Ensure inclusion of - Workflow - Reports - Outputs - MIS requirements	CTT to ensure, - Use of traceability matrix developed during the SRS phase should be continued to ensure completeness. - Use Checklist to ensure that design limitations do not ***imply*** non-fulfillment of business requirements. CPeMT to monitor above.

Table 5 – Coding Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
Source Code will consist of, - Modules, - Libraries, - Packages as per the design	The CTT needs to, Understand - Standards and basic coding rules - Documentation, - Version control and - Configuration management. - Ensure appropriate security measures to avoid "leak" of important code parts. - Ensure compliance to detailed design and requirements (Traceability Matrix) Standards to be followed by the SI for coding and documentation and regular IT audits on the same. CPeMT to monitor above.

Table 6 – Unit Testing Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
- The CTT may seek assistance from STQC/3rd Party during UT. The responsibility of testing rests with user (represented, here, by the CTT) - All code units should exceed the minimum set conditions - All Boundary conditions, interactions, process flows, error conditions should be tested in addition to the basic functionality.	CPeMT and CTT should monitor, - Defect related statistical reports from all components/packages - Clear documentation of week-wise testing progress along with impact of failed testcases. - Test result summary to indicate the initial success, rework and corrective statistics. - Domain experts from the Line Ministry should also test the components for functional requirements

Table 7 – Integration Testing Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
Design and Code acceptance include transfer of, - Entire source code. - description of code architecture in documents and within code comments - Information about known pitfalls *Special attention to ensure,* - Security/authentication procedures are developed - All interfaces with legacy data are developed and transferred.	CTT should ensure following: - The domain experts test proper functionality - Required documentation is supplied (indicating the transferred code, authentication procedures and legacy data interfaces) CPeMT to monitor above.

Table 8 – UAT Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
UAT carried out by the vendor needs to be validated. - UAT Environment for Govt. to test on. - Rollback to legacy system should be tested to ensure that the overall service does not stop. Provision of rollback ensures the same. - Audit to check against security loopholes in system. - 100% Validation of requirements	CTT with help of STQC / 3rd Party shall, - Get system certification - Obtain audit Reports with Zero non-conformances. - Test failure of rollout and rollback should be explicitly documented **- "End User-centric" testing should be carried out to ensure that core objectives are met.** CPeMT to monitor above.

Table 9 – Operations & Maintenance Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
Supervisory Control on	CPeMT and CTT should monitor all O&M activity.
- System Administration	- A weekly/periodic status review.
- Network Administration	
- Database Administration	
- Changes and enhancements to system	
- Data Ownership by Line Ministry	- Authentication and super-user mechanism to prevent unauthorized viewing. Change management process should be defined and adhered to.
- Audit with logs preserved post event. A dashboard view of problems and complaints.	- Monitoring and analysis of Performance Reports.
- Auto escalation mechanisms to address above.	
Tools used for O&M,	
- Develop(or purchase COTS) tools to simplify management and maintenance of the new system	- Training of tools
	- Detailed user manual of tools
- This should include tools to	
- control change management	
- identity management	- Competency and training of tools and their deployment.
- data integrity	
- audit processing	

Table 10 – Exit Management Stage Guidelines

What needs to be accomplished in this stage?	**How?** **Steps/Suggestions to ensure the needs are accomplished**
CTT to - Ensure that capacity has been built with Government - All assets have been taken over from vendor - Non-disclosure agreement(s) signed by vendor CPeMT to monitor above.	- Transfer of Technology - Knowledge transfer and management as per plan

Annexure A - Strategic and Security Control in Outsourced Operations

This annexure provides a detailed analysis of security and access related issues in outsourced projects.

The 4 key factors which are essential in maintaining proper controls in an outsourced operation are – **People, Policies, Processes and Infrastructure**

1. **People**
    a. Organization structure
    b. Employee Contracts and non-disclosure agreements with vendor(s)
    c. Background check and screening of employees (presently being done in case of Defence contracts)
    d. Induction and regular training programmes to orient staff regarding Security measures.
    e. Supervisory control by Departmental/ Government staff.
    f. Attracting and retention of the right skills - To effectively manage the outsourced activities it is important to maintain the core skills internally.
        i. One way of retaining / building skills internally, retaining interest of staff and helping to build a common culture is through rotation of staff.
        ii. Strong motivators to attract talent:
            1. Challenging work in public sector
            2. Ability to develop new skills both on the job and through trainings.
        iii. Reward and recognition programs are important.
        iv. Two different pay scales for internal and external staff are considered to be a problem. The salary differential should not be more than 30%.

2. **Policies**
    a. Documented organization policies
    b. Role based authorities and access
    c. Data classification (critical, manageable & commodity)
    d. Role classification
    e. Decision making controls in line with the governance model.
    f. Design for proper security and controls
    g. Integration of security with delivery life cycle. Security policy should be comprehensive and should cover access privileges, encryption policies, vetting procedures (as indicated earlier), audit trails, network security etc.
    h. Emphasis on approved security frameworks and policies
    i. Strict penalties for non-compliance.
    j. If possible divide the job region wise to multiple vendors. This will maintain competitive environment and also back-up in case of any failure.

3. **Processes**
    a. Application specific access and security controls.

b. Define core/non-core processes for management controls.
c. Comprehensive logs of all operations / transactions and regular review
d. Controls on database, network, OS etc
e. Intellectual property protection
f. Business continuity planning
g. Regulatory compliance
h. Periodic Audits

4. Infrastructure

a. Define enterprise security standards.
b. Physical security and access controls
c. Network security, firewalls, perimeter and endpoint defenses.
d. Monitoring and compliance of security standards.
e. Detailed risk assessment.
f. Regular security audits.

One of the ways to reduce the risks is to break- up the outsourcing into in three steps:

a) Consulting and design
b) Implementation
c) Validation and verification

It is strongly recommended to have internal very strong experienced procurement and contract management skills. Domain knowledge of the business and governance comes internally from the implementing department.

Annexure B – Ownership of Documents

(Page 10/Sub-point viii)

The documentation is vital to any successful e-Governance project. Following is an indicative list of documents that the vendor should develop and share with CPeMT/CTT

- Detailed Project Report
- Detailed Project Management Plan
- Work Breakdown Structure
- Critical path Document
- Functional Requirements specifications
- Software Requirements specifications
- Software Configuration Management Plan
- Risk Management Plan
- Architectural Design Document
- Software Detailed Design Descriptions
- Infrastructure Requirements and Deployment Architecture specifications
- ISMS document
- Business Continuity Plan
- DR Plan
- ITIL/ITSM Plan
- Source Code/Documentation
- Unit Test Plan with Test Cases
- Integration Test Plan with Test Cases
- System Test Plan with Test Cases
- ITIL / ITSM based Operations & Maintenance manuals
- Policy documents
- User Manuals
- Exit Plan including the interim take over strategy and plan

Annexure C – Sample Requirements Traceability Matrix

(Page 13/Table 2)

The following template is adapted from the template available at the URL http://www.uservices.umn.edu/pmo/docs/Analyze/TEMPLATE_Requirements_Traceability_Matrix.xls (URL accessed on May 29, 2009)

An example traceability matrix for the phases described earlier is presented below:

< Name of the Project/MMP>			**<Name & Designation of Project Manager>**			
Phase ⟶ **Requirements**	**RFP**	**SRS**	**Design**	**Coding**	**Testing**	**Knowledge transfer at Exit**
Mandatory Requirements						
R1						
R2						
…						
Rn						
Optional Requirements						
O1						
O2						
…						
On						

The original traceability matrix available at above URL is given below.

UNIVERSITY OF MINNESOTA *University Services* program.management.office						
Requirements Traceability Matrix						

Project Name		Business Area	
Project Manager		Business Analyst Lead	
QA Lead		Target Implementation Date	

No.	Category / Functional Activity	Requirement Description	Use Case Reference	Design Document Reference	Code Module / Reference	Test Case Reference	User Acceptance Validation	Comments

Annexure D – Example of Levels of Strategic Control Definition

(Page 8/Para 2)

Example Categorization of Project/Components

Project / Project Attribute	**Project 1**	**Project 2**	**Project 3**	**Project 4**	**Project 5**	**Project 6**
Revenue Exposure	HIGH	LOW	LOW	LOW	LOW	LOW
Information & Data	MODERATE	HIGH	HIGH	LOW	MODERTATE	LOW
Governance Workflow	HIGH	MODERATE	VERY HIGH	HIGH	MODERATE	LOW
National Security - Internal	LOW	HIGH	VERY HIGH	HIGH	LOW	LOW
National Security - External	N/A	MODERATE	HIGH	MODERATE	N/A or LOW	N/A
Overall Category	High	High	Very High	High	Moderate	Low

* Above categorisation is just an illustrative example. It is the responsibility of the Line Ministry/Department to arrive at appropriate categorisation of the attributes.

Annexure E – Level of Strategic Control*(Page 8/Para 5)*

Level of Strategic Control	Mechanism for ensuring Strategic Control	Staffing of CTT/PAC
Low Level	• At least CTT shall have necessary knowledge and overall understanding of the Architecture and the design.	• Resources can be taken internally or contracted from outside.
Moderate Level	• At least CTT shall have understanding of architecture, and the design with knowledge of tools and methodologies used. • Project could be outsourced to a lead vendor with one or more sub-vendors to enable backup(s). • Data accessibility should be allowed to limited and vetted personnel from the vendors.	• Resources can be taken internally or deputed from Government Organization, like NIC, C-DAC etc. Resources can also be contracted from organizations, like NeGD, NISG etc.
High Level	• In addition to the understanding of architecture and the design with knowledge of tools and methodologies used, CTT should participate with outsourced vendor in design and development of the system. • Implementation and rollout of the system could be outsourced to multiple vendors. • Data should be supervised/managed by CTT/supported by Government body.	• Resources can be taken internally or deputed from Government Organization, like NIC, C-DAC etc. Resources can also be contracted from organizations, like NeGD, NISG etc. (for NISG with approval from CPeMT).
Very High Level	• CTT along with Government body supervise the vendor(s) or • Government body, like NIC, could be chosen for solution development. • Critical data to be managed internally by the Government Department.	• CTT should be manned by Government officials and only in special case shall be hired externally with approval form Empowered Committee.

Feedback

Your comments and feedback are welcome. Please send an email to Renu Budhiraja at renu@mit.gov.in, Bhushan Mohan at bmohan@negp.gov.in.

VLE – A career option for rural youth

Mr. Jamini Phukan

Pahumara Gram Panchayat

Block: Nowboisa

Dist: Lakhimpur, Assam

Jamini Phukan of Lakhimpur District, Assam had to face perils of unemployment for quite sometime even after completing his Higher Secondary Education in 2004. One day he came across an advertisement inviting local entrepreneurs to set up a Common Service Centre in the district. Jamini applied for the job and was selected by SREI, the SCA of that region. Hence came the turning point in Jamini's life. After setting up the necessary IT infrastructure with the help of the SCA, he started operating the CSC Centre from December 2008. Despite some initial difficulties, Jamini picked up the entrepreneurial concept very well and dedicated his time to help his community.

At present, the villagers in his locality, visit his CSC Centre on a regular basis to avail services such as DTP work, photography, internet browsing, railway ticketing, and mobile recharges etc. Jamini also advices other VLEs on the problems faced and motivates them to work hard to achieve success in their respective projects. Jamini's CSC Centre caters to a population of around 15000 people and his monthly earning from it is Rs. 20000. He is very happy and is able to make profit of Rs. 5000 per month.

Dedicated Project Team

Need and Framework

Chapter 10

Dedicated Project Team

1. Introduction

The growth of ICT and in particular web based technologies has transformed the interaction between the Government and its service seekers. Today, Governments worldwide want to use the potency of ICT to deliver end to end services right at the citizen doorstep, anytime and at minimum cost. ICT is increasingly being seen as the only way to improve governance. With the increase in accessibility to Internet and mobile technology, citizens themselves are expecting more and more online information and services from governments.

2. National e-Governance Plan

The National e-Governance Plan (NeGP) was approved by the Government of India in May, 2006 in order to promote e-Governance on a massive scale. Until the formulation of this plan, e-Governance was a subject purely driven by individual effort rather than a national vision. The National e-Governance Plan is basically a shift in the approach and methodology followed by the Departments to implement ICT initiatives prior to its formulation. Lessons and experiences from past successful and failed ICT initiatives both national and international have been blended in the new NeGP approach and methodology. NeGP comprises of core and support infrastructure components and 27 Mission Mode Projects (MMPs).

3. Role of various Departments in the implementation of NeGP

3.1 Department of Information Technology (DIT)

For the effective implementation of NeGP, DIT

1. Spearheads the creation of core and support components
2. Evolves/lays down Standards and Policy Guidelines, provide Technical and Handholding support and undertake Capacity Building, R&D etc.
3. Serves as a Secretariat to the Apex Committee and assist it in managing the programme
4. Implements pilot/infrastructure/technical/special projects
5. Creates Awareness about the programme

4. Line Ministry

Mission Mode Projects are owned and spearheaded by various Line Ministries. The Line Ministries are solely responsible for all the decisions connected with their MMP including process re-engineering and change management.

4.1.1 At the time of the project initiation, an Empowered Committee could be formed at the Central Line Ministry with Secretary of the Line Ministry of the concerned State Department as its Chairperson for providing overall guidance, deciding policy level matters and to act as final body for approving all deliverables relating to the Project.

4.1.2 A Mission Leader is identified who is responsible for overseeing the entire life cycle of the MMP

4.1.3 A Project e-Mission Team (PeMT) could be formed to provide overall project leadership and take full ownership of the project design, development including transformation, Change Management, Strategic Control and BPR at the core level and ongoing support and upgrades. The PeMT is also responsible for implementation, roll-out and operations and maintenance.

4.1.4 Specialized groups like the Process Advisory Committee (PAC) and Central Technical Team (CTT) could also be created under PeMT based on the needs and requirements of the Project. The CTT provides technology leadership and manages the core development whereas the PAC provides process level inputs.

5. Need for Dedicated Project Team

Majority of the Mission Mode Projects (MMPs) have progressed beyond the Conceptualization and Design and Development Phase of the Project Life Cycle. The schemes for most of the MMPs have been approved and these projects are now in the implementation phase. However, the following issues in implementation need to be addressed in order to implement ICT related projects in an outcome-oriented and time bound manner.

i. Difficulties in addressing details (such as technical architecture, solution design, business model, prioritization of activities, creating balanced and legally tenable bidding and contract documents, strategy for business process re-engineering and change management) in the absence of adequate and skilled resources.

ii. Difficulties in planning and executing capacity building and training exercise.

iii. Difficulties in managing the contract and the service level agreements (SLAs) considering that e-Governance solutions are organic and may require incremental enhancements/changes.

iv. Difficulties faced in designing appropriate awareness and sensitization programmes for all stakeholders.

v. Difficulties in formulating and ensuring compliance with appropriate policies, guidelines and procedures on Cyber security as well as creating heightened awareness and imparting training to prevent probable attacks.

vi. Difficulties in exercising Strategic Control over the outsourced project.

In order to address the above difficulties, it is necessary that:

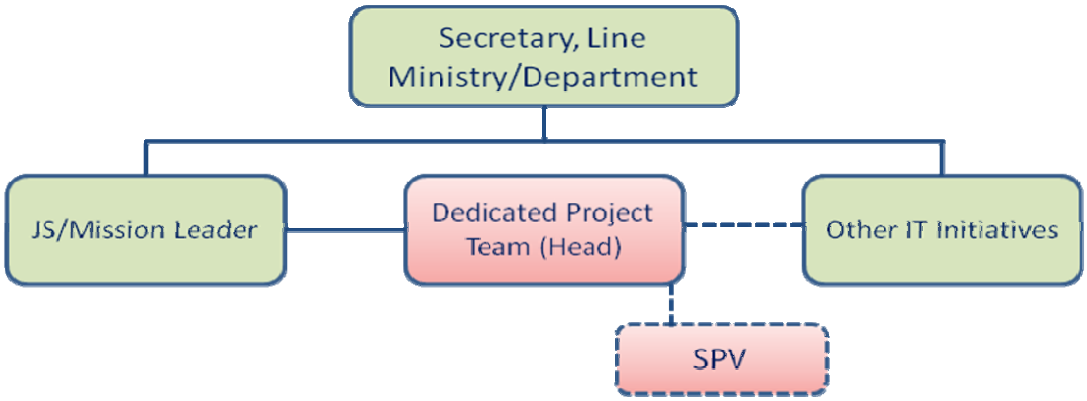
1. There is a full time availability of Expert Resources within the Line Ministries/Departments who are experienced working in project mode in the following areas:
    a) Technology and Architecture
    b) Process and Domain including Change Management
    c) Legal and Documentation
    d) Project Management
    e) Standards
    f) Security
2. Appropriate strategies are in place to handle change management and to build the requisite capacities within the Department.
3. Appropriate policies and guidelines to retain strategic control of all assets and processes with the Department are in place.
4. Line Ministries/Departments have operational freedom and financial autonomy within delegated powers.

The implementation of the above requires that the Mission Leaders are liberated from the non-core and time consuming activities to focus on core issues highlighted above. It also requires a sustainable institutional framework within Line Ministries/Departments for continuous improvement, change, knowledge harvesting and overall strategic control.

6. Suggested Dedicated Project Team Framework

In order to provide strategic direction and overall leadership to MMPs and other ICT initiatives of a Line Ministry/Department, there is a need for Dedicated Project Teams in every Department

with the roles and responsibilities defined below. The head of the Dedicated Project Team could be of Joint Secretary/Director rank and may be assisted by a CTO and Process, Domain and Project Management Experts to discharge his responsibilities. The head of the Dedicated Project Team needs to have a strong domain expertise along with good technical understanding. The head of the Dedicated Project Team should be 60% managerial and 40% technical. The CTO on the other hand should have a very strong technical expertise.



Note – The Dedicated Project Team can be directly created within the Line Ministry/Department or could be in the form of the SPV in case the Line Ministry/Department decides to setup one for the project.

The head of the Dedicated Project Team could be accountable either to the Secretary, or to the Mission Leader as per their requirements of the Line Ministry/Department. The roles of responsibilities of the Dedicated Project Team (Head) and the Mission Leader can be suitably allocated based on the reporting structure. Suggested roles and responsibilities are given in subsequent paras.

The detailed composition of the Dedicated Project Team is given at Annexure – I

7. Attributes of Dedicated Project Team Head

The Dedicated Project Team Head should have the minimum attributes

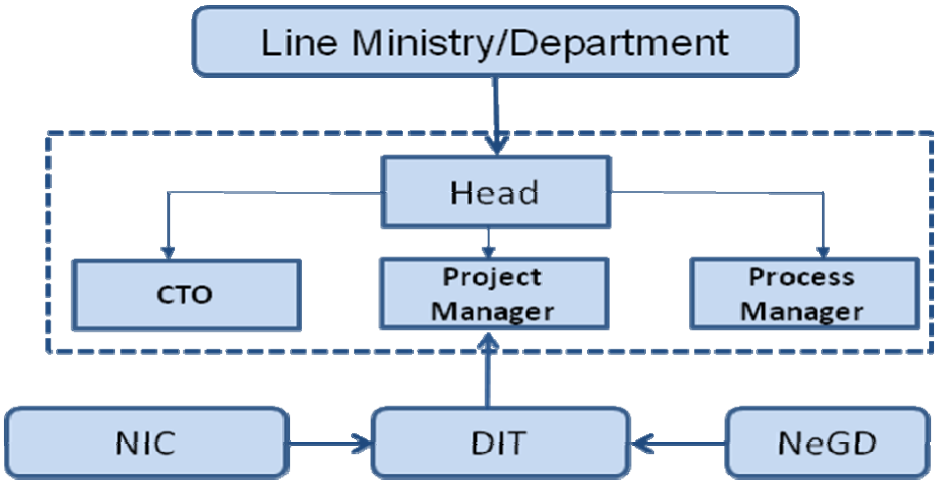
Area	Attributes
Project Management	Minimum Period as a Project Director/Manager – 5 yrs
	Managed Minimum of two large IT turnkey projects preferably over the entire life cycle of the project

	Projects of Min. value Rs. 50 Cr., multi location in Services related areas/ projects in Govt. domain
	Led ICT enabled transformation at a mid to large size organization
Technical	Degree/Qualification in IT related areas
	Understanding/Knowledge of at least one of the following areas: 1. Software Application development & deployment 2. IT Infrastructure deployment/implementation 3. Project Management of large IT Projects
Managerial	Visioning and Strategic Thinking
	Change Leadership
	Result orientation and proven ability of achieving project outcomes
	Leadership qualities & Team Building
	Managed & Led multi disciplinary teams for at least 5 years
Financial	Knowledge of Financial & Procurement Process and Models
	Managed a profit centre (Person from Private Sector)
Domain	Domain Knowledge and Experience in Govt. processes

8. Sourcing of Dedicated Project Teams

A suitable mechanism for selecting professionals within the Dedicated Project Team needs to be created keeping in view the levels of strategic control required for the project[5]. A pool of Dedicated Project Team Heads, Chief Technology Officers and Project Managers through the below mentioned mechanisms could be created and provided to Line Ministries/Departments who would identify Process Managers internally on a full time basis.

[5] For details, refer to the guidelines on Strategic Control in Outsourced Projects



Head	CTO	Project Manager	Process Manager
Deputation from Govt. Departments OR NeGD (from NeGD resources) OR NeGD (from Market)	NIC OR Deputation from Govt. Departments OR NeGD (from Market or NeGD Resources)	Deputation from Govt. Departments OR NeGD (from Market or NeGD Resources)	Departmental

9. Roles/Responsibilities of the Dedicated Project Team Head

The roles and responsibilities that the Dedicated Project Team Head should be entrusted with are as under:

i. Assist the Mission Leader in defining an overall implementation strategy including the business model and the contours of Strategic Control

ii. End to End Project Implementation within well defined timelines and budget covering all facets of implementation such as

- Conversion of requirements into Request for Proposal (RFP)
- Selection of the Outsourcing Partner through Bid Process Management

- Application development and Documentation such as Technical design documents, SRS, test cases etc.
- Business Process Re-engineering
- Policies and Strategies for Capacity Building and Change Management
- System and User Acceptance testing of the software application
- 3rd Party Audit and Certification of the Software Application
- Procurement of hardware, site preparation etc.
- Go-Live of the Software Application
- Backup and Disaster Recovery Policy

iii. Project Management

- Contract Management
- Project Metrics
- Ensure milestone based project tracking
- Enforcement of SLAs
- Incident Tracking & Resolution
- Manage changes in Requirements
- Introduction of Project Management tools for the Project
- Periodic Project Audit and Quality reviews
- Quality Certification
- Knowledge Management & Best Practices

iv. Give direction to the ICT roadmap of the Department. Provide leadership, focus and accountability to all ICT initiatives of the Department

v. Align the ICT initiatives within the Department with the national objectives. Adopt and administer national policies on common architecture, standards, technology, security, business models and best practices. Build standards for the Line Ministry/Department in consultation with DIT in areas where national standards do not exist.

vi. Prioritize and initiate other ICT initiatives, identify and reduce duplication and promote innovation. Ensure that all ICT projects follow the DIT's guidelines on horizontal replication to enable sharing of applications with common functionality with other departments. Leverage existing departmental infrastructure and the core NeGP infrastructure

vii. Departmental security programme management, identity and access management, network and infrastructure security and formulation of security related policies and guidelines. Create security awareness amongst Government employees.

viii. Advice and Augment the capacity of the Line Ministry/Department (through IT workforce planning) to make it ready to embrace the change associated with e-Governance. Advice on strategies to help and develop an effective IT workforce through planning, training and managing in order to meet the current and future requirements of the Department.

ix. Sign off and acceptance of critical project milestones. Engage with other senior officials within the Department, on a need basis, to address intra-departmental issues.

x. Identify implementation challenges, dependencies and integration points

xi. Facilitate rollout of new/upgraded ICT infrastructure such as Desktop, Help Desk, e-Mails, Document sharing, PMIS etc.

xii. Formulate, advice and review exit management strategies and hand-back arrangements periodically. Assess Departments preparedness for an unplanned partner/vendor exit.

xiii. Facilitate transfer of strategic control of all assets and processes to the Government in a timely manner.

xiv. Identify, evaluate and recommend emerging technologies. Maintain a working knowledge of the IT best practices and innovative solutions.

10. Roles/Responsibilities of a Mission Leader

The roles and responsibilities that the Mission Leaders should be entrusted with are:

i. Define an overall implementation strategy including the business model and the contours of Strategic control with the assistance of the Dedicated Project Team Head.

ii. Outcomes - The success of the Project should be measured in terms of the outcomes and impact.

iii. Overall owner of the ICT project. Responsible for finalizing the project objectives, defining the scope of work and implementation of the project within budget.

iv. Facilitate and support transformation through Business Process Reengineering, statutory changes and Change Management with the help of Domain, Legal and Process experts. Shall nominate full time process experts to the Dedicated Project Teams.

v. Capacity Building through hiring, training and retention. Strengthen core competency within the Line Department. Periodic assessment of capacity building requirements & effectiveness through feedbacks etc.

vi. Create awareness and devise communication strategies

vii. Carry out Impact Assessment. Create Feedback mechanisms for continuous improvement and further enhancements

viii. Provide guidance and support to State Departments and other stakeholders and monitor State implementations.

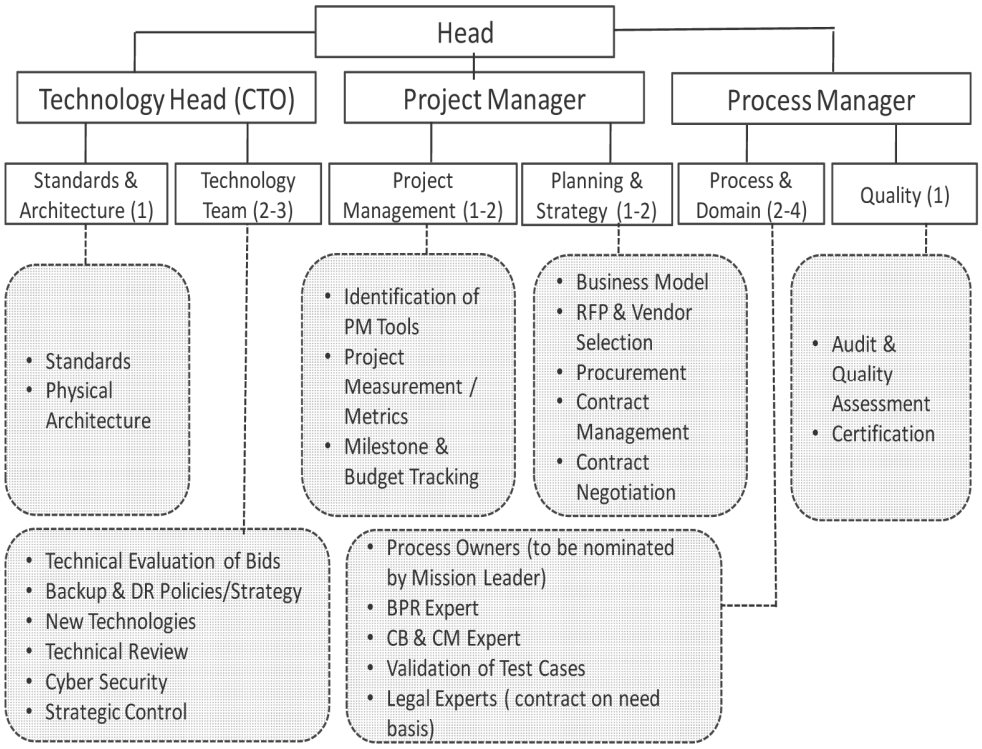
11. Conclusion

Since, the Dedicated Project Teams would be responsible only for the implementation and roll out of MMPs and the other ICT related activities; they would provide focused IT implementation with operational freedom and financial autonomy. Empowerment and delegation of power would help them to take speedier decisions. The Dedicated Project Teams would have the full accountability and ownership for implementation of the project within the defined timelines and budge. All this would help the Mission Leaders to focus only on core functional activities related to the Project.

However, absence of a career growth path of the Dedicated Project Team members, would lead to challenges related to the retention of team and continuity with creating personnel dependency. The Dedicated Project Team members should be filled through External agencies where resources have well defined career growth paths. This would also ensure continuity in case exit of individual resources.

Annexure – I

The detailed composition of the Dedicated Project Team along with the specific roles and responsibilities are given below



A Successful Women Entrepreneur

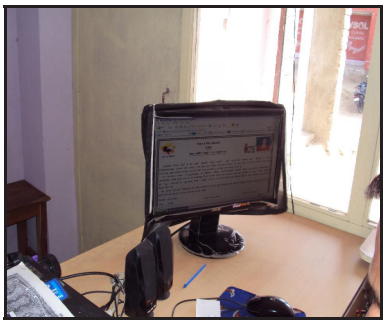
Chetana Choudhury

Village: Dadu

Block: Dadu

District: Jaipur

Rajasthan



Chetana Choudhary is a firm believer in destiny. A few years back, unable to procure a good job, Chetna had resolved to become an entrepreneur. She came to know about the CSC scheme through a newspaper. The SCA for the region selected Chetana as the VLE for the Centre, and gave her training on the basic functions of the CSC.

Since then there has been no looking back and at present, the Centre is delivering a bouquet of services such as Mobile recharge, DTH Recharge, Railway Reservation, Web-Surfing, Utility Bill Payment- Electricity Bill, Telephone Bill, Water Bill, etc.

Chetana's monthly earnings are more than Rs. 5000/- through this CSC outlet.

Shared Platforms for e-Governance

A Concept Note

Chapter 11

Shared Platforms for e-Governance

1. Call for Creation of a Shared Platform for e-Gov Applications

During the meeting of the Apex Committee on 16 July, Sh Nandan Nilekani, Chairman UIDAI and Dr Sam Pitroda, Advisor to PM on Public Information Infrastructure & Innovations called for creation of shared Platform(s) at the national level that would enable standardization and delivery of e-governance services. It was suggested that applications should be designed using a cloud based architecture, which would allow up gradation and save costs. Common shareable elements that are not domain specific and cut across individual Departments (eg UID authentication, payment gateways, etc) could be built into the Platform. The Platform would open APIs to allow building of applications and innovation at the edge. This method of designing online applications where the backend is on the cloud and the frontend is customised by each User Department/ State will also help in finding the right balance between the scale benefits of centralisation and standardization and the need for customisation to suit the business rules of each user Department / State.

1.1 The establishment of such a Platform will also enable speedier implementation of e-governance projects, which usually get delayed due to procurement related procedures. Under the prevalent mode of implementation, each Department / agency begins the implementation process from scratch, while platforms delivering same or similar functionalities may already have been established elsewhere within the Government.

2. Objectives of creating a National Computing Platform

2.1 Some of the problems affecting development and deployment of e-governance services which could be addressed through a shared Platform are:

a. Project development and implementation is undertaken in silos. While suitable standards are expected to be put in place to enable data sharing and integration within a domain and across domains, this has not received the required attention as Departments are more focused on getting their isolated project implementations off the ground.

b. Each Dept reinvents the wheel. Systems and processes have not been created that enable quick reuse of components / modules or even entire systems developed by others.

c. Long and complex procurement processes for e-gov projects, frequently involving multiple tenders per project. Individual contracts need to be managed over long

time periods and need to be coordinated with other contracts to deliver integrated services with committed SLAs. Sufficient expertise is not available within the Government for management of the complexity associated with technology acquisition, maintenance and replacement. The number of proposed e-gov projects runs into hundreds and even if the private sector were to be involved, there may not be sufficient resources available in the country to undertake the large number of ICT procurements using Government procedures over a relatively short time-span of 3-4 years.

d. Loss of Project momentum in lengthy procurement processes. Attention shifts to less important areas from more important issues relating to re-engineering and change management.

e. Significant unutilized resources due to:

   i. Tendency to over-provision for the future, given complex procurement cycles

   ii. Upfront hardware investments while software takes time to develop rollout and scale up. Meanwhile hardware grows obsolete.

2.2 Keeping the above problems in view, the objectives of creating a National Computing Platform would include

a. Creation of a shared resource of reusable software artifacts that cover common processes across government.

b. Ensuring adherence to standards through use of common platform

c. Facilitating inter-operability and integration

d. Enabling re-engineered systems and best practices to be adopted / shared by multiple Departments. Applications developed by individual Departments / State Governments on open standards can be made freely available over the Platform to other users, thus considerably cutting costs involved in re-inventing the wheel

e. Reduction in implementation timelines of e-governance projects by reducing the need to engage in protracted procurement processes for IT equipment and services. Resources in the form of processing power, storage or other resources can be procured quickly and to the extent required from the Platform

f. Migrating e-governance (implementation as well as maintenance phases) to an opex model instead of capex

g. Linking project expenditure on ICT to outcomes.

h. Ensuring better security by concentrating the backend computing resources across multiple Ministries / Departments in a shared platform. This could be compared to the alternative scenario involving a large number of isolated applications and databases opening up access points that are hard to monitor and difficult to secure.

i. Offering a higher level of service and reliability to Departments and a more organized and immediate response to emergency situations.

j. Freeing the user Department from the finer details of IT system configuration and maintenance, enabling it to spend more time on critical domain issues and less time on IT operations and maintenance.

k. Making e-enablement of services amenable to manpower resource and time contracting at pre-determined rates

l. Enabling individual departments to use small and medium companies to innovate in service enablement and delivery at the edge. SMEs are also particularly flexible in handling implementation issues at smaller locations.

2.3 The National Computing Platform would be implemented using Cloud Computing technologies that would

a. Pool established Government IT resources to be part of a private cloud and scale their operations upwards in a planned manner. This would include possible pooling and integration of infrastructure already deployed by the Centre and States such as State Data Centres (SDCs), National Data Centre, Regional Data Centres, State Service Delivery Gateways, etc.

b. Provide pooled computing resources on demand to implementing Departments so as to reduce excess procurement based on purported future needs. Government Organizations would then demand resources and get them only when needed, thus optimizing utilization across the Government.

c. Enable extension of coverage of shared infrastructure and services to a vast majority of e-governance systems and applications that hold information coming under the ambit of the Right to Information Act.

d. Allow resources to be perceived as being location independent in that the user Department need not be particularly concerned over the exact location of the provided resources. However, if required, it may be able to specify location at a higher level of abstraction (e.g., state, or datacenter). Examples of resources include storage, processing, memory, network bandwidth, etc

e. Control and optimize resource use by leveraging a metering capability at some level of abstraction appropriate to the type of service (e.g., storage, processing, bandwidth, and active user accounts).

f. Monitor, control, and report Resource usage thereby providing transparency for both the Platform provider and the Department utilizing the service.

3. **Constituent Elements of the National Platform**

The following is an indicative list of the various constituent elements that would comprise the Platform:

a. **Infrastructure:** National Data Centre, Regional Data Centres, State Data Centres are largely in place – this infrastructure can potentially be used as part of a Private Government Cloud for hosting the platform. Thus, existing investments can be effectively utilized while simultaneously enabling increments to infrastructure based on emerging needs.

b. **Platform**

i. Application development environment (including tools for creation of e-forms), either for application development over the cloud or dedicated

ii. Application software (development and deployment to be made much easier and faster as a result of the shared platform)

iii. e-gov services / information utilities / process management services (e-filing, authentication, bank interfaces, challan reconciliation, etc where manual payments at Banks are involved).

iv. Call Centre / Help Desk.

(To the extent possible, Help desks / call centre services should be easily procurable through customizable templates that can specify escalation mechanisms, response times, etc)

v. Service delivery gateway (linkage/integration of NSDG/ SSDG)

vi. Identity gateway (linkage with UID, PAN, etc)

vii. Geographical Information System (GIS)

viii. Core Infrastructure and Standard APIs to enable service delivery over mobiles and creation of custom/niche mobile solutions.

ix. Support for Web 2.0.

x. Possible commoditization of other pieces of the IT service delivery value chain

c. Some common applications widely used across Government to be made available on a SaaS model. These could cover

   i. Common processes relating to financial sanctions, approvals

   ii. Common processes relating to administrative approvals

   iii. e-office application that will include document management, email and other core elements common to all Government offices

   iv. HR Management systems

   v. Payroll Systems

   vi. Other identified common processes

d. Linkage/integration with/of e-district, State Portal, NSDG/SSDG and e-PRI

e. Shared Repository for small accounts and micro-transactions in accordance with the recommendations of the Inter-Ministerial Group constituted for delivery of basic financial services using mobile technology.

f. Mechanism for direct crediting of welfare payments to bank accounts of beneficiaries

4. Concept of a National Information Utility

4.1 The generic concept of a Government-wide Platform could actually take the form of several separate individual Platforms which could provide services to Government departments and organizations. Each of the platforms would be established and maintained by an entity termed as a "National Information Utility (NIU)". The NIUs would

a. establish and maintain a Platform using an appropriate mix of technologies based on approved standards notified by DIT so as to minimize risks and avoid possible vendor lock-in.

b. ensure that every single piece of the technology stack has alternatives that can be relied upon to ensure continuity in operations in case of exigencies.

4.2 The NIUs that are created should have stakes of both Government and private sector entities, so as to combine the advantages of private sector flexibility and responsiveness with that of requisite Government oversight. The NIU stakes should be held across multiple stakeholders with possible caps on stakes held by individual private sector players. While the combined Govt. stake could exceed 49%, it would be preferable to establish NIUs as private sector entities. This would give the NIUs necessary flexibility in operations, especially with respect to hiring appropriate human resources for their operations. However,

one or more Government owned NIUs may be necessary to specifically address select domains / applications which are of a secret / sensitive nature.

4.3 Initial funding for the NIUs can be provided as R&D grant from the Government to be supplemented by funding from the private sector partner (based on an agreement on appropriate sharing of funding and IP). The funding could be provided through the Department / agency acting as the Secretariat to the Empowered Committee for NIUs (see para 4.5 below). The Empowered Committee and its Secretariat would handle all aspects relating to establishment and implementation of multiple NIUs.

4.4 Discussions indicate that it would be more natural for platforms to evolve around existing projects. In such cases, the funding would be routed to NIUs created around existing providers to scale up and expand existing arrangements. An example of one such NIU could be the one that is being envisaged for GST implementation involving the NSDL which would specialize in the financial and taxation domain (without necessarily being barred from extending operations to other domains).

4.5 Such NIUs operating Govt. wide service delivery platforms should be governed by an **Empowered Committee for NIUs (ECN)** with representation from both the Centre and the States. Day to day supervision, standardization, security and interoperability issues among platforms would be managed by the ECN Secretariat. The actual delivery of services will be the responsibility of the individual NIUs / companies operating the platform based on policies and guidelines formulated by the ECN Secretariat under the overall direction of the Empowered Committee. The details of the governing framework are currently under discussion.

A Positive Attitude takes the Village Ahead

Badapbiang Thabah
Sohiong (Mawtap)
Dist: East Khasi Hills
Meghalaya

Badapbiang Thabah lives in Sohiong, East Khasi Hills of Meghalaya. Though a Post Graduate, Badapbiang remained unemployed for quite some time.

Perhaps it was Badapbiang's unwavering positive attitude that landed her a job as a VLE to operate a RAINBOW CSC at Sohiong. The main services that her CSC offers are DTP and photo printing. Presently her CSC is a thriving business Centre as she gets ample requests for services from the Meghalaya Rural Banks. The Banks sends its customers to her CSC for printing, photocopying and photography. Recently, Badapbiang has also started providing microcredit services through her CSC.

Today, Badapbiang is well known in her village as a successful VLE. She conducts regular meetings with villagers, takes computer classes and also visits various institutions like schools and banks to generate awareness about the services available through her CSC.

Her monthly income is about Rs. 10,000.

Legislative Framework for Mandating Electronic Service Delivery

A Background Paper

Chapter 12

Legislative Framework for Mandating Electronic Service Delivery

1. With the objective of enabling transparent and accountable Good Governance, Government of India has approved the National E-Governance Plan (NeGP) in 2006 with the following vision:

   "*Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man".*

2. Earlier, the Government had enacted the Right to Information Act, 2005 which placed an obligation on the Central and State Governments and its bodies to provide information to citizens. The Information Technology Act, 2000 (which was amended in 2008) provides legal recognition for electronic transactions and enables citizens to electronically access information and public services efficiently and seamlessly. However, the delivery of public services electronically to the people has not been satisfactory in our country.

3. While significant ground has been covered under NeGP in terms of provisioning necessary infrastructure, creating institutional/organizational structures and to a lesser extent in delivery of services, the pace of implementation in enabling electronic delivery of public services has not been commensurate with citizen aspirations and expectations. The most critical challenge has been to speed up the process of enabling electronic delivery of public services to the citizens. Information and communication technologies (ICTs) provide us with an opportunity to achieve this goal.

4. The second Administrative Reforms Commission (ARC) in its Eleventh Report submitted in 2008 has recommended that

   "A clear road map with a set of milestones should be outlined by Government of India with the ultimate objective of transforming the citizen-government interaction at all levels to the e-Governance mode by 2020. This may be enshrined in a legal framework keeping in consideration the mammoth dimension of the task, the levels of required coordination between the Union and State Governments and the diverse field situations in which it would be implemented."

5. Against the above backdrop and keeping in view issues like resistance to change, systemic inertia, procedural hurdles, lack of transparency and legal impediments experienced in electronic delivery of services, it is proposed to provide a legal framework that would mandate provisioning of all public services of the Central Government Ministries/Departments compulsorily through electronic means only.

6. The proposed legal framework will complement the RTI Act by ensuring mandatory delivery of all public services electronically by a fixed date by fast-forwarding implementation of e-Gov projects. This would ensure accessibility of all public services by the common man at a place near his locality at affordable costs and will also result in efficiency, transparency and reliability of such services, there by improving the quality of Governance.

Awareness Strategy for NeGP

A Background Paper

Chapter 13

Awareness Strategy for NeGP

1. Introduction

Electronic Government offers enormous potentials for improving the internal efficiency of the public sector and the delivery of public services to citizens and other government customers. The National e-Governance Plan (NeGP) is a major initiative of the Government of India for ushering in e-Governance for improving the quality of basic governance, on a massive scale in areas of concern to the common man.

It presently consists of 8 Components and 27 Mission Mode Projects (MMPs) to be implemented at the Central, State and Local Government levels. To enable e-delivery of public services, a digital service delivery infrastructure comprising of establishment of an unprecedented 1 Lakh+ Common Service Centres, State Wide Area Networks (SWAN) to provide 2 Mbps connectivity up to block level and State Data Centres are being setup.

For the first time a concerted effort is being made to take Information Technology to the masses. While India is leading country in the IT sector globally, the benefits of the IT revolution have not fully percolated to the everyday life of the common man, particularly those in rural areas. The plan seeks to take the benefits of IT to the man on the street thereby improving his quality of life. The plan also provides an opportunity and a trigger for line ministries/departments to significantly re-engineer archaic processes in order to deliver services effectively to citizens leveraging the power of modern technology. This documents, describes in brief the requirement, objectives and related strategy for creating awareness amongst the various stakeholders of NeGP

2. Need for Awareness & Communication Strategy

Common man in the country is largely unaware of the benefits and potential of ICT in his day to day life. The benefits of e Government applications are generally unknown. There is a tremendous need to update the citizens to demand better services from the Government.

True appreciation of e-Governance would come when its impact is reflected in accountability and transparency in activities at the grassroots level and determining greater public participation. The challenge is to build awareness amongst people regarding the Common Goals of NeGP. It should result in increased participation from people, so that providing services does not remain an option for the central, state and local Governments.

The demand so generated for such services should force the Government to upgrade its systems faster. The other important aspect is that unless the alternate channels of delivery which being created under the various MMPs are utilised optimally, their sustenance in long term may be

questionable. A massive awareness & communication strategy is therefore required to be launched to educate people about what ICT in general and NeGP in particular can do to improve their lives as well as empower them.

The Plan also provides an opportunity and a trigger for line ministries/departments to significantly re-engineer archaic processes in order to deliver services effectively to citizens leveraging the power of modern technology. Therefore the second set of target audience that need to be addressed are the stakeholders within the government structure – from the very top – politicians, policy makers would be provide the crucial driving force within their respective departments to implement e-governance programme components, to the middle level – directors, under secretaries – who help design the projects and front end service providers interactors – patwaris, tehsildars, circle officers etc in the government have been traditionally seen as the biggest stumbling block, as process reengineering is perceived to take away some of the powers that these people enjoy in their public dealings. A special awareness campaign targeting this group would also be needed.

The third set of target audience are the industry – those will potentially participate in the PPP projects, and understand the nuances of public service delivery as opposed to just focussing on bottom lines; civil society organisations/NGOs who will help create awareness at local levels and even help in social audits, giving impetus to rights based approached to governance; and academia – who will research, study and generate findings that can potentially be used to improve projects and their impacts. Academia can also help generate enthusiasm in the student body so that the wave being create d now is taken forward.

Since there is such a diverse group of target audience, a well defined awareness and communication strategy is required that addresses their potential perceptions and requirements.

3. Objectives and Strategies

The main objectives of the NeGP Awareness & Communication strategy and the respective strategies for achieving the said objectives are as follows:

a) Objective: Build "NeGP" as an UMBRELLA brand

Most corporate create an umbrella brand under which all individual product brands flourish. Some examples from Indian Corporate are the HUL brand under which product brands such as Pepsodent, Dove, Lux etc.are advertised, or the TATA group under which Nano, Safari, Tata Steel, Tata Indicomm etc. are promoted. The important aspect of these campaigns is that while each of these products is a mega brand in its own right, by virtue of being part of an umbrella brand, it derive additional benefits – such as pooling of ad resources, greater exposure etc. In

government, Bharat Nirman is an umbrella brand under which various projects such as Indira Awas Yojana, Rajiv Gandhi National Drinking Water Mission etc. are covered.

Since NeGP is unlike any other programme where in usually a single department and a single project/programme is being implemented e.g. Sarve Shiksha Abhiyaan (SSA), Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) or National Rural Health Mission (NRHM), or many projects it is critical that a commonality is emphasized so that each MMP is not perceived as a stand alone project only but part of a larger design.

At the same time, the distinctive identity of each MMP is also to be retained because each of these MMPs may be addressing a specific target audience e.g. MCA21, e-Biz, Commercial Taxes are G2B projects, e-office is G2E project and although other projects such as CSCs, e-District, Land Records etc. are G2C projects.

Strategy for meeting this objective

i) Use Unified Logo and Tag line: One of the most important aspect of an umbrella brand is use of a single logo and tag line. The logo and tag line for NeGP has been created and is placed at "NeGP Logo". As part of the awareness strategy, it is critical that the logo along with the tagline is used in all communications – external or internal – related to MMPs.

ii) Formulate a Joined Up Campaign: One of the important ways in which commonality between distinct projects can be established is by undertaking Joined-Up campaigns. These campaigns may be for apparently disparate projects or inherently linked/similar projects. For example, MCA21 and e-Biz could plan a joined up campaign, e-Courts and Police MMP could undertake a joined up campaign and these could be linked to CSCs as points of access for these services. Another form of joined up campaign is when DIT is undertaking Above the Line (ATL) activities such as the national awareness campaign through mass media, it uses the various MMPs are reference points in its campaign. This can be supplemented through on-ground or below the line (BTL) activities such as seminars and conferences in district/high court premises, seminars in chambers of commerce, participate in public information campaigns organised at village levels.

iii) E-Governance Day: A specific date may be designated as e-Governance Day on which programme may be organised through out the country which raise the level of awareness about e-Governance in general and the various projects being undertaken in particular. This will be particularly important at state level where, although most services are delivered, no unified approach is discernable regarding the awareness about such efforts.

iv) NeGP as flagship programme: Following the declaration by the Hon'ble President in the Joint Session of the Parliament in June 2009, CSCs are to be repositioned as Bharat Nirman

CSCs to deliver services being delivered under Bharat Nirman and Other Flagship programmes, as well as the fact that NeGP comprises 27 MMPs are critical to socio-economic development with estimated investment from government alone over Rs. 50,000 Crore, it is important that NeGP is designated as a flagship scheme. Such a move will help create synergies at ground level as well create awareness across multiple platforms at which Bharat Nirman and other flagship schemes are discussed and promoted.

b) Objective: Create awareness about e-Governance services and service delivery points

Although, public services by nature tend to fall under the category of natural monopoly, however, the vision of NeGP very clearly states that the objective is to provide services in the locality of the common man at affordable cost. In order to realize the vision, alternate channels of service delivery must be created. Some of these channels are physical channels – such as CSCs and other kinds of facilitation centres, while other are virtual – websites, portal etc.

Since the purpose of NeGP is to transform the delivery of public services, processes are being re-engineered. However, if this momentum is to be sustained and maintained, it is equally important that the alternate channels of service delivery as well the services available through these channels are adequately advertised, otherwise they will continue to remain underutilized with a possibility of early closure and intermediaries will continue to thrive.

Strategy for meeting this objective

a) Create awareness about services and service channels: The umbrella campaign of NeGP must focus on the various services and service delivery channels being created under NeGP. For example, while talking about MCA21, while listing some key services, the communications must also talk about the various facilitation centres as well as portal through which these service s can be accessed. Similarly, a campaign at state level must talk about CSCs and the services available through this channel.

b) Synergise with CSC Campaign for grassroots awareness: CSCs are the front-end of service delivery for a large cross section of population of teh country. As such, campaigns for services that are delivered especially at districts or gram panchayat level e.g. Land Records, certificates, application forms, job cards etc. should be synchronised with CSC campaign.

   One of the ways in which this can be achieved is by coordinating the CSC campaign with the Public Information Campaign (PIC) being undertaken for Bharat Nirman projects. In addition, MMPs such as Pensions, Transport, e-Courts and even MCA21 etc. whose target audience are spread across the country and may also reside in rural areas may synergise their campaign with CSC for generate awareness at grassroots.

c) Objective: Build awareness within Government structure

The delivery of Government services through IT enabled technologies would necessitate procedural and legal changes in the decision and delivery making processes. It demands fundamental changes in Government decision management. These changes need not only be accepted by the Government and citizens but also be accepted by various interests groups like Employees unions. Under such circumstances bringing in a change will involve changing the mindsets of the people, and a complete Reengineering process needs to be carried out for the same. This will involve training of the personnel at all levels, more so, at the lower rung of Government management organizations. There will also be a loss of vested interests and power amongst the legislature and the executive, which may lead, to resistance to change.

Strategy for meeting this objective

i) Raise Awareness Among Leadership: It is a well known fact that without commitment of leadership – political or bureaucratic, no project can succeed. It is therefore imperative, all those in leadership position must be sensitised to NeGP, its vision, projects and proposed and achieved outcomes. While NISG conducts such workshops at state level, it is proposed that they are held even at central ministries also.

ii) Round Table Conferences on NeGP: While DIT had initiated the first ICT Ministers' Conference and Round Table conference on NeGP in 2009, in which Mission Leaders and state IT Secretaries participated, learning from the conference very clearly indicated that these need to be conducted annually so as to synergise the approaches and debate on common challenges. It will also provide an opportunity to discuss ways in which common infrastructure and methodology may be leveraged. In addition to mission leaders and State IT Secretaries, it is equally imperative that State Secretaries from departments implementing the various MMPs as well as State IT Ministers are also invited to participate.

iii) Awareness at Middle level & Front-end: This can be achieved through regular interaction within the respective departments through monthly meetings, newsletters, posters and other collaterals. DIT currently creates and distributes posters and other NeGP collaterals.

However, it is equally important that MMP specific collaterals and posters and newsletters are created and shared. DIT through its agencies can assist the MMPs is designing the same. In addition, the departments may also choose to run various types of employee contribution activities such as "project Manager of the Month" or "Facilitator of the Month" etc.

d) Objective: Build involvement of other stakeholders in NeGP

NeGP is multi-stakeholder by virtue of its design. One of the corner stones of NeGP is public private partnership. Since, for the first time any where in the world PPP is being used on large scale for delivery of public services, it is equally important that adequate social audit and research is undertaken which can feed back into project conceptualisation. As such, it is imperative that all three – Industry, Civil Society organisation & Academia - must be engaged

Strategy for meeting this objective

i) Industry: One of the key mechanisms to engage with the industry is through industry conferences and seminars. Many MMPs are already undertaking such activities. What is important is that a joined up approach to these may be taken because such interactions will bring to fore common challenges related for example strategic control, interoperability, localisation, proprietary vs open source applications/software, vendor and contract management etc.

ii) Civil Society Organisations: As significant investments are being made in creating alternate channels of service delivery, it is important that mechanisms are put in place that regularly provide feedback and inputs into the impacts of these projects especially in areas related to transparency, accountability, use of intermediaries etc.

One way to achieve this through engagement of civil society organisations for social audits. This mechanism is being used very successfully in MGNREGS and can be replicated in the various MMPs. Use of CSOs will also help generate awareness at grassroots and create relevance of these alternate channels of service delivery. While many leading CSOs such as Basix are engaged in the CSC initiative, it is proposed that the MMPs engage with CSOs in their respective domain.

iii) Academia: Engaging with Academia enables achievement of two critical goals – it creates awareness amongst students who will form the next generation of users of e-Government services and engages researchers who can help provide rigorous analysis about projects. As part of the umbrella strategy, DIT will provide support to Central and State Universities to generate awareness inn students and researchers.

Target Audience

The requirements of the various target audiences and the role of the A&C Strategy in reference to these requirements has been visualised as under:

Government	Citizens	Others
Create awareness about • Programme/Umbrella Brand approach • Need and mechanism for Joined-up Campaign strategy • Deepening awareness within the department about respective projects to encourage ownership from the highest to the lowest level • Strategy Element : Enabler/Catalyst of change • Primary media: Workshops & Seminars	Create awareness about • Availability of Services and service delivery/access points • Create a demand driven atmosphere for "rights based approach to governance" • Strategy Element: "Facilitator" • Primary Media: Mass Media & Public Information Campaigns	Create awareness about • Availability of Services and service delivery/access points • Opportunities for partnerships • Strategy Element: "Barter simplifier" and "problem solver" • Primary media: Workshops & Seminars

Description	Strategy	Status	PoA for DIT
Build "NeGP" as an UMBRELLA brand	• Unified Logo and Tag line • Joined Up Campaign • E-Governance Day • NeGP as flagship programme	• Exists • Strategy to be devised • Proposed • Proposed	• Circulate NeGP Logo and Tagline to all MMP Ministries and States along with Communication Guidelines • Discussions initiated with following MMPs: MCA21, e-Courts, Police, Commercial Taxes, Insurance, Pensions & e-Biz • Note Initiated • Proposed to be put up in Prime Minister's Committee for NeGP
Create awareness about e-Governance services and service delivery points	• Awareness about services and service channels • Synergise with CSC Campaign	• Limited Awareness • CSC Awareness Week (14-27 Nov)	• Mass Media Campaign • Synergise with PICs • Synergise with NPR Campaign
Build awareness within Government structure	• Awareness Among Leaders • Round Table Conferences • Awareness at Middle level & Front-end	• NISG leadership Workshop • ICT Ministers' Conference • One Conducted in 2009 • State & Division level workshops organised	• ICT Ministers' Conference to be made into an annual event • Round table to be made into an annual event • State & Division level workshops proposed
Build involvement of other stake-holders in NeGP: Industry, CSOs, Academia	• Workshops & Seminars • Social Audit	• Support to Industry, CSO & Academic Conferences	• Support to continue

CSC reaches the remote locations

Reeta Bahidar

Mathili, Malkangiri

Orissa

Born in Bhubaneswar, 27 year old Reeta Bahidar is a resident of Malkangiri, an area infamous for insurgency and difficult terrain. After her marriage, Reeta moved to Mathili, a tribal village in Malkangiri. She wanted to open a computer institute to facilitate computer education. With some support from her husband, she began to give shape to her dream. She enrolled herself as a VLE with the Sahaj CSC scheme.

Reeta's CSC provides services like LIC premium, e-learning and IRCTC ticket booking. People today do not have to travel hundreds of kms to reserve a train berth anymore.

Reeta today has helped people attain economic independence. Tribal students have started operating their own DTP shops after educating themselves through Reeta's e-learning course. Lipsa Nayak, a class 8 student, has started using the concept of Flexi time to pursue her computer education. Currently, Lipsa is the only girl in her class who knows how to use a computer and that has brought immense pride to her parents and increased Lipsa's confidence level.

There are numerous villagers who have benefited through Reeta's e-learning course and life has definitely become far easier for the people of this tribal village in Malkangiri.

NeGP Mission Mode Projects

Status Notes

Chapter 14

Brief background on MMPs

MCA 21

MCA21 was initiated to enable easy and secure access to MCA services for corporate, professionals and individuals. This project is designated to fully automate all processes related to enforcement and compliance of the legal requirements under The Companies Act, 1956.

It is under post implementation stage and is providing electronic services to the Companies registered under the Company's Act for their related activities like name allocation for a company, incorporation of a company, change of name of a company, on-line payment of registration charges, change in address of registered office, view of public records and other related services.

The Ministry has introduced E-Stamping facilities for selected MCA services from September 13, 2009. Based on specific authorisation, the electronic generation of stamp papers has been introduced in 29 States and UTs (24 States and 5 UTs). From April 1, 2010, the electronic generation of stamps has been made compulsory in respect of the States and UTs who have authorized this Ministry.

Functions of Office of Official Liquidators (OL) were not covered as part of initial MCA21 implementation. Considering the success of MCA21 Ministry has proposed introduction of e-Governance in the office of the Official Liquidators (OL).

Since the project is in operation and maintenance stage, and contract with the Private partner will expire in next two years and budget will also be exhausted, formation of SPV is proposed to maintain continuity.

Factsheet	
Year of Commencement	01/03/2005
Project Life Cycle Stage	Post Implementation
Financial Outlay (Rs, Crore)	345
Financial Achievements(Rs, Crore)	168.79

Pension

Project was approved on December 14, 2006 with project outlay of Rs 2.7 Crore. Project aims at facilitating redressal of pensioners' grievances, dissemination of information and providing guidance to pensioners and other stake holders of pensions and retirement related benefits.

Pensioner's portal launched in March, 2007 is providing updated information on government pension rules and regulations, facility for registration of pensioner's grievances, monitoring timely sanction of pension/gratuity, database of Pensioners and links to the websites of Directorates of Pensions and AGs of various states. This project aims at providing a mechanism for grievances redressal for pensioners and their disbursing Department and any other Government organization through a web site. The website provides update information on rules and regulations, records, status of sanction of pension and gratuity and online facility to register pensioners' grievance is available.

Various types of forms, including forms for nomination in respect of retirement/death gratuity, etc., details of family members, application form for commutation, forms for assessment of pension and other pension related benefits have been uploaded on the Portal.

Pensioners' Portal & Ministry/Department module of CPENGRAMS has been resubmitted for next level of security audit to Security Audit Division, NIC HQ. D/o P&PW has planned to organize a VC-based training on Pensioners' Portal to all the identified Pensioners' Associations with a view to provide knowhow about the operational aspects of the Portal and the grievances redressal mechanism through the Video-Conferencing mode from nearest NIC Video-Conferencing Studio.

Factsheet	
Year of Commencement	30/03/2007
Project Life Cycle Stage	Post Implementation
Financial Outlay (Rs, Crore)	2.7
Financial Achievements(Rs, Crore)	.56

Income Tax

The Income Tax Department of India is implementing a plan for setting up a comprehensive service that enables citizens to transact all businesses with the Department on an anywhere, anytime basis. MMP was sanctioned on June 30, 2005 and is offering a set of 19 services to the taxpayers. The services are mainly, providing information on the website, facility for downloading of various forms, online submission of application for PAN and TAN, query based services for allotment of PAN and TAN, e- filing of Income tax Returns, e- filing of TDS returns, Online Payment of Taxes, issue of refunds through Electronic Clearance Scheme (ECS) and Refund Banker, online status enquiry on taxes paid.

One of the most important services impacting the taxpayers is that of electronic facility for filing returns. Since its launch in the FY 2006-07, the e-filing service has become increasingly popular over the years. Thus for example a total of around 43.20 lakh returns have already been filed since April 1, 2010 to September 30, 2010 compared to 29.56 lakh during the same time in 2009-10. PAN database of the ITD has crossed 100 million mark and as on September 20, 2010. e-Payment of taxes is made compulsory for companies and assesses covered by Sec 44 AB of IT Act 1961, and tax collection through e-payments has reached upto 73% of total gross tax collection of direct taxes.

Proposal for payment of direct taxes through debit cards has been sent to Pr. CCA, CBDT, for approval. Tax credit verifications under Form 26AS has been started in 2009. More than 9.28 Lakh PAN holders are registered users of the 26AS facility. The statements have also been sent through e-mails to more than 50 lakh PAN holders.

Factsheet	
Year of Commencement	01/01/2002
Project Life Cycle Stage	Post Implementation
Financial Outlay (Rs, Crore)	693
Financial Achievements(Rs, Crore)	470.34

Passport

The Passport Seva Project was launched by the Ministry of External Affairs with the objective of delivering Passport Services to the citizens in a comfortable environment with wider accessibility and reliability. The project envisages setting up of 77 Passport Seva Kendras (PSKs) across the country, a Data Centre and Disaster Recovery Centre, Call centre operating 18x7 in 17 languages, and a centralized nationwide computerized system for issuance of passports. The entire operation will function in a "less paper" environment with an attempt being made to deliver passports within 3 working days to categories not requiring police verification. The scheme was sanctioned on September 6, 2007.

Complete Go-Live in Karnataka State on May 28, 2010. Trial run of pilot sites in Ambala, Ludhiana and Chandigarh started from August 16, 2010. PSP is now live at 7 PSKs. PSP portal has been opened to the citizens after Inauguration of the four pilot PSK sites. On line application has been made mandatory to manage the crowd and also to ensure that least time is spent by citizen at PSK. Karnataka Police have implemented downloading and sending the verification report on line using DSCs. Call centre has been functioning satisfactorily for Passport services under the jurisdiction of Bangalore and Chandigarh.

Public communication drive, as per Media and communication strategy was started through paper/ electronic media in May 2010 and advertisements related to Pilot launch were also released in Karnataka, Chandigarh and Delhi. Process of selection of sites for PSKs in Andhra Pradesh, Delhi and Tamil Nadu has been completed.

Factsheet	
Year of Commencement	23/07/2008
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	29
Financial Achievements(Rs, Crore)	4

Immigration, Visa, and Foreigner's Registration & Tracking (IVFRT)

The Project envisages implementing installation of passport reading machines, upgradation of Central Foreigner's Bureau and Networking with Immigration check posts, Foreign Resident Registration offices and Foreigner's division of MHA, development of central Foreigner's Bureau application software, installation of Questionable Document Examiner machines, installation of New Immigration Control software, and implementation of Advance Passenger Information System.

CCEA has approved the project on May 13, 2010 with project outlay of Rs 1011 Crore. Target completion date for the project is September 2014.Action to implement Phase-I of the MMP has commenced. In Phase-I, the MMP is to be implemented at 2 Missions (Dhaka and London), 4 Immigration Check Posts (Delhi, Mumbai, Kolkata and Haridaspur) and 3 Foreigners Regional Registration Offices (Delhi, Mumbai, Kolkata).

Steps for updating Black List for Missions have been initiated and 16 larger Missions (out of 28) have already been covered. Visa Support Centre has been established in Foreign Service Institute (FSI) complex to assist Missions in resolving day-to-day operational issues. This centre is operational 2 shifts per day.

Inter-ministerial team visited Dhaka during 19-21 June 2010 and UK during 6-10 September, 2010 and finalized the operational modalities for implementation of online visa application system. At present, online visa application system for Pakistani nationals made fully operational from June 11, 2010. Online visa application system has been implemented for Bangladeshi nationals for August 8, 2010. More secured visa stickers, features like Bar Code at the time of manufacture and photo with ghost image at the time of personalization, are introduced at AHCI Rajshahi in Bangladesh to make it very difficult to personalised by unauthorised printers.

Factsheet	
Year of Commencement	01/04/2010
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	1011
Financial Achievements(Rs, Crore)	-

Central Excise

The Central Board for Excise and Customs (CBEC) is implementing this MMP with a view to facilitate trade and industry by streamlining and simplifying customs and excise processes, and to create a climate for voluntary compliance. Project was approved by CCEA on December 6, 2007 for a total amount of Rs 599 Crore. The MMP is in post implementation Stage and aims at facilitating availability of e-Services related to indirect taxation for Industry, Importers and Exporters, Inbound travelers etc. The Services being offered include e-filing of Import and Export documentation, electronic processing of declarations, facilities of e-filing of Central Excise and Service Tax returns, e- registration services, digital signatures etc.

The ACES application was rolled out on a pilot basis on December 5, 2008 at LTU Bangalore. Now it has been rolled out in all 104 Central Excise, Service Tax and LTU Commissionerates. The Data Center space for all the three locations i.e. Primary Data Center site at GK-I, Disaster Recovery Site at Chennai (except CA Site) and BCP Site at Bangla Sahib have been made available to CBEC.

Facility for online registration, e-filing of returns and e-filing of documents namely claims, intimations and permissions has been made available to the assessees of 104 locations on December 23, 2009. 15.5 lakh Registered assessees and approx. 10,000 Departmental officers are covered by these services. Training of officers across the country has been completed.

So far 24,251 Central Registration and 1,77,501 Service Tax Registrations has been filed by the tax payers on-line out of which 21,429 CE & 1,17,443 ST Registrations has been issued by the Departmental Officers On-line and 3,88,879 CE & 50,276 ST Returns has been filed by the assesses online in ACES

Factsheet	
Year of Commencement	31/03/2005
Project Life Cycle Stage	Post Implementation
Financial Outlay (Rs, Crore)	599
Financial Achievements(Rs, Crore)	353.04

UID

Unique Identification Authority of India (UIDAI) has been set up as an attached office of the Planning Commission on January 28, 2009. Cabinet Committee on UIDAI has approved the project on May18, 2010 with project outlay of Rs 3023 Crore.

The Chairman UIDAI and UIDAI team have formally visited to almost all States to discuss the mandate of the Authority and consultations with the State Governments. UIDAI set up committees laying down Biometric Standards and Demographic Data Standards for collection of data. The reports of the Committees have since been submitted and accepted by the Authority. Cabinet Committee on UIDAI has been constituted.

"Proof of concept" studies have been conducted in Andhra Pradesh, Bihar and Karnataka. Application Development, Maintenance, Support Services Agency (ASDMSA) and Biometric Service Provider have been appointed. Standardization Testing and Quality Certification (STQC) Directorate has been appointed as the Biometric Device Certification Agency. UIDAI has empanelled Enrolling agencies. Contact Centre of the Authority is also functional.

As of September 20, 2010, the Authority has signed Memorandum of Understanding with 34 States/Union Territories, 12 Nationalized Banks, Life Insurance Corporation of India, National Coalition of Organizations for Security of Migrant Workers and the Ministry of Petroleum & Natural Gas. Hon'ble Prime Minister of India launched "Adhaar", the brand name of UIDAI, on September 29, 2010 in Nandurbar in Maharashtra.

Factsheet	
Year of Commencement	2009/2010
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	3023
Financial Achievements(Rs, Crore)	NA

E-Office

The e-Office MMP envisages a user-friendly and integrated file and records management software solution with implementation of associated process reforms and revised CSMOP (e-manual). The e-Office MMP is aimed at introducing the concept of e-file (electronic files), rule based file routing, flexible workflows, quick search and retrieval of files and office orders, digital signatures, forms and reporting components in the government office leading to Less Paper and efficient Offices (LPO) in all the Government of India offices. E-Office MMP was approved on May 18, 2006 with project outlay of Rs 1.81 Crores.

Project is under Implementation Phase. Preparation of SRS (System Requirements Specification) by NIC for Correspondence Manager/e-File/e-Records has been completed and submitted to DARPG in March 2010. Business Process Re-engineering Report and Change Management Report submitted by NISG have been accepted by Programme Management Committee in its meeting held on October 1, 2008. e-Manual is being finalized by DAR&PG to prescribe standards for functioning of e-office.

Implementation of the e-Office MMP at three Pilot Sites viz e-Governance Division of DIT, Training Division of Department of Personnel and Training and Department of AR&PG is progressing on schedule and is proposed to be launched by December 31, 2010. Digital signatures for all the employees have been obtained through NIC Certifying Agency. Handholding and support for e-Office implementation at 3 pilots have been initiated by deploying roll out team. Server Set Up, Domain Name Registration for all 3 pilots have been completed. Installation/deployment of application at Data Center, configuration of application as per user data and set up for final run have been completed for 3 pilots.

Factsheet	
Year of Commencement	15/03/2010
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	1.81
Financial Achievements(Rs, Crore)	2.05

e-Courts

The Indian judiciary comprises of nearly 15,000 courts situated in approximately 3,000 court complexes throughout the country. Under the e-Courts MMP, it is proposed to implement ICT in Indian judiciary in 2 phases to be completed by March 2014. The MMP aims to develop, deliver, install, and implement automated decision-making and decision-support systems. The objectives of the project includes helping judicial administration in streamlining their day-to-day activities, assisting judicial administration in reducing the pendency of cases, providing transparency of information to the litigants, and providing judges with easy access to legal and judicial databases.

The scheme was sanctioned on February 8, 2007 at a cost of Rs 442 Crore. Project outlay was revised to Rs. 935 crores due to increase in number of court complexes and courts, increase in change in rates of products and services and increase due to additional items. CCEA has approved the revised scheme on September 16, 2010. Now all the 14249 courts in 3069 court complexes will be covered in this scheme in two phases. In first phase 12000 courts in 2100 complexes will be completed by March 31, 2012 and remaining 2249 courts in 969 court complexes will be completed by March 31, 2014.

At present, cost estimates for additional site preparation have been received from 8 states and approved for 4 states. Transfer of funds is under progress. Hardware installation has been completed at 18 High Courts. The software committee has selected the Maharashtra version as base application it has been tested at 2 of the pilot locations. Till date, 19 out of 21 High Courts have been identified. Out of these 19 sites, the application software has been deployed at 14 pilot sites.

Factsheet	
Year of Commencement	*01/02/2007*
Project Life Cycle Stage	*Implementation*
Financial Outlay (Rs, Crore)	*935*
Financial Achievements(Rs, Crore)	*194.3*

Electronic Data Interchange/ E Trade (EDI)

The MMP aims at facilitating Electronic Data Interchange amongst various agencies involved in the process of Imports and Exports. This project was an ongoing project which was included as an MMP. It is done on self support basis and the funds are provided by respective participating agencies/departments.

This MMP envisages electronic delivery of services by all foreign trade regulatory/facilitating organizations, electronic filing/clearance of import/export documents by exporter, importer, agents, Customs, Ports, Airports, CONCOR, DGFT etc, e-payments of duties, charges (handling/freight etc.) by Ports, Airports, CONCOR, DGFT, Customs etc, and the electronic exchange of document between community partners like Customs, Ports, Airports, CONCOR, DGFT, Banks, Agents, Exporter and Importers.

Customs is integrating ePayment of duties from any of its authorized banks for all Customs locations. DGFT has already integrated ePayments. Initiative is being taken by Indian Ports Association (IPA) for integration of ePayments in the Ports Community System (PCS). Eight ports have integrated ePayments. In air sector Airports Authority of India (AAI) and Delhi International Airport Ltd (DIAL) are in the process of integration of ePayments.

For the Customs central server system, the data centre has been commissioned and the upgraded version of the Customs EDI System, ICES 1.5 is live at around 80 sites.

During Maritime States Development Council meeting held on 30th & 31st August 2010 at Chennai it was resolved that all non-major ports should join PCS. Non-Major Ports like Mundra, Dahej, Pipavav and Gangavaram are already in the process of implementing PCS in their Ports.

Factsheet	
Year of Commencement	01/05/2006
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	Self Support Basis
Financial Achievements(Rs, Crore)	NA

India Portal

The National Portal of India is a Mission Mode Project under the National E-Governance Plan being implemented by NIC. The objective behind the Portal is to provide a single window access to the information and services of the Indian Government at all levels from Central Government to State Government to District Administration and Panchayat for the Citizens, Business and Overseas Indians, in a multi-lingual form. The information in the Portal has been well classified into distinct modules, which are also interlinked at relevant places to provide the visitor with a holistic view. Project was approved on July 3, 2005 with a project outlay of Rs 23.35 Crore.

First version of the Portal was launched by the Hon'ble Union Minister for Communications & IT, Thiru Dayanidhi Maran in a public function on November 10, 2005. The portal is available in Hindi & English. As a part of the Content Management Strategy, National Portal Coordinators (NPCs) have been nominated from both 66 Central Ministries/Departments and 35 State Government, who are responsible for the content development, compilation and maintenance. A Web Based secured Content Management System (CMS) http://portalcontent.nic.in has been developed to facilitate contribution of content by the NPCs. India Portal has bagged the Website Quality Certificate by Standardization, Testing and Quality Certification (Quality Level I).

There is continuous content enhancement on India Portal. Over the period it has become a Central repository of various categories of content namely Forms, Acts, Rules, Services, Schemes and Documents and aggregates over 5000 government websites today.

Factsheet	
Year of Commencement	01/08/2005
Project Life Cycle Stage	Post Implementation
Financial Outlay (Rs, Crore)	23.35
Financial Achievements(Rs, Crore)	22.05

E-Biz

The e-Biz initiative, being piloted by the Department of Industrial Policy and Promotion, seeks to provide comprehensive Government-to-Business (G2B) services to business entities with transparency, speed, and certainty. It aims at reducing the points of contact between business entities and Government agencies, standardizing "requirement information", establishing single-window services, and reducing the burden of compliance, thereby benefitting stakeholders such as entrepreneurs, industries and businesses, industry associations, regulatory agencies, industrial promotional agencies, banks and financial institutions, and taxation authorities.

The scope of work or year-1 of the project include provisioning of 18 Central Services and 11 State Services in five Pilot States A.P., Delhi, Haryana, Maharashtra & Tamil Nadu. Beta version of the e-Biz portal was launched on December 29, 2009. 15 services out of 65 services have been hosted in the Beta version of the e-Biz portal.

At present, out of the 65 services, approvals on 45 services have been obtained. Efforts are being made for obtaining the approvals on remaining 20 services. The payment processing rules for e-Biz project as approved by the Chief Controller of Accounts, DIPP has been forwarded to the Controller General of Accounts for approval. The detailed proposal for conducting system audit and application audit has been received from STQC, DIT. The e-Biz SAT is expected to commence from 1st week of November, 2010.

Factsheet	
Year of Commencement	04/06/2009
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	23.07
Financial Achievements(Rs, Crore)	6.6

E-Procurement

This MMP is being implemented to ensure that government procurement becomes simplified, transparent and result-oriented. The proposed services which can be integrated through e-procurement are Central registration of suppliers/contractors, Indent management, E-Auction, E-tendering, Contract management, E- billing & payment mechanism and Management Information Systems.

DGS&D has already developed an end-to-end e-Procurement portal for procurement with the assistance of NIC. DGS&D had floated EOI and RFP for selection/empanelment of new application service providers (ASP) short listing of two ASPs has been completed by DGS&D.

EOI and RFP, floated by DGS&D, for appointment of application service providers for DGS&D e-procurement and for offering e-procurement solution was however disputed in the court of law. However, this legal hurdle for utilizing the DGS&D e-Procurement platform, on a voluntary basis by other government departments, has also been removed as Hon'ble High court has disposed the writ petition in this regard vide its judgment dated September 8, 2010.

Department of Commerce has also explored an alternative to involve NIC as the ASP. NIC have developed their own e-procurement solution GePNIC to cater to the procurement/tendering requirements of the Government Departments and Organizations. NIC has implemented the GePNIC solution in 7 States and three other Government Organizations, for the past two and half years and so far more than 27,992 tenders have been published worth the value of Rs 52,265 crore.

Factsheet	
Year of Commencement	Aug/2007
Project Life Cycle Stage	Design & Development
Financial Outlay (Rs, Crore)	NA
Financial Achievements(Rs, Crore)	1.2

National Service Delivery Gateway (NSDG)

In order for the Government to realize the NeGP vision, it is imperative that the different departments in the Centre, States and Local Government cooperate, collaborate and integrate information across the various levels, domains and geographies. Government systems characterised by islands of legacy systems using heterogeneous platforms and technologies and spread across diverse geographical locations, in varying state of automation, make this task very challenging. The National eGovernance Service Delivery Gateway (NSDG) is included as MMP to reduce point to point connections between departments and provide a standardized interfacing, messaging and routing through which various players such as departments, front-end service access providers and back-end service providers can make their applications and data inter-operable.

Project reached the stage of "Go-Live" in August 2008 and NSDG 2.0 available on Public IP at DC site Delhi and configuration on Public IP has been completed at DR site at Hyderabad after certification from STQC. Disaster Recovery device setup has been completed and DR drill in progress at NIC Delhi DC site for DR site at Hyderabad. PMU for the project has been set up at DIT with one resource.

e-biz integration with NSDG has been completed and testing in progress in integration environment. E-District integration with NSDG has been completed on NSDG Production environment in Uttar Pradesh and on Staging environment in Tamil Nadu completed. E-Forms application integration for employment exchange services with NSDG for J & K has also been completed in staging environment.

Factsheet	
Year of Commencement	1/1/2007
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	26.28
Financial Achievements(Rs, Crore)	9.78

National Land Record Modernisation Programme

The Department has merged two earlier schemes of Computerisation of Land Records (CLR) and Strengthening of Revenue Administration & Updating of Land Records (SRA & ULR) into one scheme, which is now being called as the National Land Records Modernisation Programme (NLRMP). The total financial implication is Rs 5656 Crore including both Central & State shares. The scheme has been approved by the Cabinet on August 21, 2008 and currently in implementation stage.

NLRMP envisages citizen services such as reducing time to obtaining Records of Rights (RoRs), free accessibility through IT to "real time" RoRs through single window, availability of market value and legacy encumbrance data on internet and reducing litigation and easier access for citizen to credit (due to security of property rights) leading to rapid economic development by "Property Titling", the ultimate goal of NLRMP.

The Core Technical Advisory Group has been formally constituted with representatives from the relevant technical agencies and some States. The Advisory Committee on legal changes necessary in the context of the NLRMP including the changes necessary for Conclusive Titling, has also been formally constituted with representatives from the legal field, some States/ UTs, & the Ministry of Law & Justice. Setting up of PMU under the NLRMP is also under progress.

Factsheet	
Year of Commencement	21/08/2008
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	5656
Financial Achievements(Rs, Crore)	426.49

.

Road Transport

The ministry of Road Transport and Highways has been facilitating the process of computerization of approximately 1000 Road Transport Offices across the country for last 5 years. The objective of this MMP is computerization of all RTOs, Interconnection of all the RTOs, Creation of state Register for RCs and DLs, and Creation of National Register. The expected process change will deliver reduction of footfalls at RTOs, provision to provide National Permit Facilities through SR/NR, provision to integrate application with payment gateways, provision for other citizen centric services and online services. Project was approved on April 30, 2008 with project outlay of Rs 148 Crore.

Project envisages online services like renewal of DL, on line submission of application, selecting date for test for DLs, international driving permit, online payment of DL related fees, transfer of ownership, clearance certificate, NOC, duplicate RC, reserve an advance registration number, issuance of master pass, issue/renewal of permits etc.

At present, Identification of services to be delivered electronically is completed and awaiting DRTH approval. Site preparation for pilot RTO offices including hardware and software has been completed in September 2009. Connectivity between RTOs and STA has been completed in 26 states and in 15 States State Registers has been established. In case of Identification of the agency that carry out the smart card related implementation in the pilot RTO office, States to give implementation schedule.

Factsheet	
Year of Commencement	1/10/2002
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	148
Financial Achievements(Rs, Crore)	

Agriculture

There have been several initiatives by State and Central Governments to meet the various challenges facing the agriculture sector in the country. The Agriculture MMP has been included in NeGP in an effort to consolidate the various learning from the past, integrate all the diverse and disparate efforts currently underway, and upscale them to cover the entire country.

The MMP aims to provide services, such as: Information to farmers on seeds, fertilizers, pesticides, Information to farmers on Govt. Schemes, Information to farmers on Soil recommendations, Information on crop management and Information on weather and marketing of agriculture produce. Project is under design & development phase with proposed outlay of Rs 193.2 Crore.

This Mission Mode Project is planned in two phases. Inception Phase of the project for identification of stakeholders, services, agriculture best practices, process study and e-Governance model has been finalized.18 core services were identified and prioritized in Phase 1 based on the needs for farmers and key stakeholders.

Phase II of the MMP has been conceptualized in five stages Inception, Study, Design, Develop and Recommend/Support Stage. The study of the six States has been completed and the draft DPR for pilot implementation in 9 states has been approved by 'Operations Committee' headed by Secretary.

The RFP for Central Sector will be floated after approval of Departmental Expenditure Finance Committee. NIC has been selected as the Software Implementing Agency. The Department has drawn timelines and the roll out in states is expected by August 2012. EFC note has been reviewed by concerned ministries/departments and department has indicated that EFC meeting shall be held shortly.

Factsheet	
Year of Commencement	1/3/2005
Project Life Cycle Stage	Design & Development
Financial Outlay (Rs, Crore)	193.2
Financial Achievements(Rs, Crore)	-

Police

This Mission Mode Project of police, Crime and Criminal Tracking and Network System (CCTNS), aims at facilitating the process of civil policing and law enforcement by utilizing ICT effectively. Under this project 12000 + police stations are to be computerized which are expected to create information base regarding crimes and criminals.

Some of the services envisaged under this project include citizen portal, complaint and FIR management, PCR call interface and management, investigation management, court and jail interface and management, crime and criminal record management, periodic crime and law & order reports and review dashboard, notification of alerts, state CAS administration and configuration management, crime and criminal reports, Talaash, person of interest etc.

CCEA has approved the scheme on June 19, 2009 with the project outlay of Rs 2000 Crore. Preparation of guidelines for implementing states was completed on June 30, 2009. State Plans for 2009-10 of all states/UTs assessed and response has been sent to states.

SDA RFP had been finalized and was issued to short-listed vendors on October 24, 2009. State Designated Agencies and Governance Structure have been constituted at all States/UTs. 5 regional workshops were held to facilitate activities amongst States/UTs. Strengthening of Capacity Building infrastructure at States/UTs is in progress. Project is expected to be completed by March 2012.

Factsheet	
Year of Commencement	19/06/2009
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	2000
Financial Achievements(Rs, Crore)	121.77

Treasuries

This MMP aims at increasing efficiency of treasury functions. Project mission is to computerize treasuries and link treasury system with other relevant systems across the nation in order to capture data on all transaction to facilitate transparency and decision making. Project is currently in Implementation Phase.

Services envisaged under this MMP include budget, account, personal management, payroll, pension, receipt, fund management, virtual treasury, banking interface, C&AG interface, financial data warehouse, e-status enquiry from DDOs and banks regarding pensions, debt, debentures allotment, cheques and challans and e-audits.

The proposal was appraised and recommended for Cabinet approval in the meeting of EFC held on March 15, 2010 at an overall cost of Rs. 626 Crore with Government of India share of about Rs. 480 Crore. GOI and States to share cost, GOI 75% (90% for N E States) limited to Rs. 75 Lakh (Rs. 90 Lakh for N E States) per district. GOI share to be released against specified milestones in three installments of 40%,30% and 30%.

The Cabinet has approved the State Plan Scheme of Treasury Computerisation under the National e-Governance Plan (NeGP) on June 6, 2010. A notification along with scheme guidelines has been issued to the States for preparation of their proposals for GOI assistance.

Factsheet	
Year of Commencement	15/03/2010
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	626
Financial Achievements(Rs, Crore)	-

Commercial Taxes

There has been a strong demand for streamlining VAT administration through citizen-centric, service-oriented processes, and establishing a certain degree of standardization with respect to Commercial Tax (CT) administration. Since the CT departments mainly interface with businesses and often account for 60−70 per cent of the total revenue of the States and Union Territories (UTs), their functioning can directly affect the attractiveness of a State or UT as a business destination.

It is against this backdrop that the Commercial Taxes MMP was conceived. Under this MMP, various recommendations have been made to facilitate simplification of administrative procedures and reduction of processing timelines. Some of the key recommendations include Electronic filing of returns, Electronic clearance of refunds, Electronic payment of tax, On line dealer ledger, Online issuance of CST statutory forms through Tax Information Exchange System (TINXSYS), and Facility to dealer to obtain various online information services. Project was approved by Cabinet on February 18, 2010 with outlay of Rs 1133.41 Crore.At present, Projects for all States other than Jharkhand have been sanctioned. No project is proposed to be sanctioned for Andmans and Lakshdweep as the Andmans does not VAT and number of dealers in Lakshdweep is very small. A proposal to sanction 90% of the project cost as Central share for NE States and to sanction States share also through DoR itself to UTs without legislature has been approved by the FM.

Factsheet	
Year of Commencement	Retro-funding of expenditure incurred since 1.4.2007 certain components like Hardware application software etc. is being done under the project. The first meeting of the Empowered Committee headed by RS to consider a approval State proposals was held in March, 2010
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	1133.41
Financial Achievements(Rs, Crore)	255

Municipalities

The MMP aims at providing various services offered by Urban Local Bodies (ULBs) to residents electronically. Planning Commission has decided that the scheme would be a part of JNNURM for 35 cities with population of over 10 lakhs and it would be a new Centrally Sponsored Scheme (CSS) for other cities and towns. The project is being extended to cover the remaining 30 mission cities so as to cover all States. MMP was approved December 31, 2007 with project outlay of Rs 1150 Crore.

8 services (citizen services and internal services like Personnel Management and Financial Accounting Systems) being delivered by Urban Local Bodies (ULBs) have been identified. The implementation approach was revisited during the design stage and the approach to build a common State Level application to be customized by all municipalities in a State to fit their requirements was approved.

For capacity building towards DPR preparation, six regional workshops were conducted covering all States/UTs. Empanelment of State Implementation Consultants (SIC) has been done to assist States to select the consultants for DPR preparation and subsequent project management activities during implementation and 2 years of operations as per the finalized guidelines.

Seven DPRs from cities of Nagpur, Vijayawada, Cochin, Navi Mumbai, Ulhasnagar and, Pune and Chennai have been approved by the Central Sanctioning and Monitoring Committee which has been set up under JNNURM. Additionally, DPRs of Dhanbad (including State Level Solution for Jharkhand) and Kanpur (with State Level Solution for UP) have been approved.

Factsheet	
Year of Commencement	1/7/2008
Project Life Cycle Stage	Implementation
Financial Outlay (Rs, Crore)	1150
Financial Achievements(Rs, Crore)	7.29

Gram Panchayat

The Panchayat represents the first-level of Government interaction for over 60 per cent of the Indian populace, and provides a large number of basic services for millions of citizens. The MMP aims to address and overcome the typical challenges faced in the villages, such as lack of reliable communication infrastructure, delay in delivery of services to citizens, low revenue mobilization for implementing schemes at the Gram Panchayat level, and lack of monitoring mechanisms for schemes.

The MMP envisages implementation of various modules across the services and management functions within Gram Panchayat, such as Issue of trade licenses and NOC, House-related services, Issue of certificates of Birth and Death, Income and Solvency, Dissemination of internal process of Panchayat agenda, voting, and resolution, Copy of proceedings of Gram Sabha and Action Taken Report (ATR), Receipt of funds / progress report and Dissemination of BPL data.

Project is under design and development stage with proposed outlay of Rs. 6989 Crore with timeline of four years. Project steering committee for application design, development and deployment has been constituted. The SFC to enhance the coverage of the study undertaken by NIC/NICSI for DPRs of the remaining States of the North Eastern Region has been approved on January 28, 2010 at a revised total outlay of Rs. 46.36 crores. This includes development of 12 core common applications. DPR reports of all states excluding Delhi have been completed and are also available on the Ministry's website along with National. Development of identified 12 Core Common Applications has started. Presently, selected 6 software applications are being developed in the first phase.

Factsheet	
Year of Commencement	1/3/2009
Project Life Cycle Stage	Design & Development
Financial Outlay (Rs, Crore)	6989 (Proposed)
Financial Achievements(Rs, Crore)	28.2

Employment Exchange

National e-Governance Plan (NeGP) has identified Modernization and Upgradation of Employment Exchanges to help in providing speedy and easy access to Employment Service related information to job seekers and employers. Key Objectives of this MMP include collection and dissemination information on employment and training, creation of easy and speedy access to services of employment exchanges for all the stakeholders, providing relevant employment counseling, assessment of capabilities and vocational guidance services to job seekers and providing accurate and quality Labour Market Information for planning and decision making in a timely manner.

Five States namely, Haryana, Andhra Pradesh, Orissa, Rajasthan, and Assam were selected for "as is" study and Gujarat and Maharashtra were selected for benchmarking as best practice study. One day National Level 'Visioning Workshop' to discuss the findings of the 'As-is" study and Benchmarking study was held on 12/02/09. Preparation of Detailed Project Report, Solution Design Report, Business Process-Re-engineering, and Change Management Report has been completed.

Expenditure Finance Committee (EFC) meeting under the Chairmanship of Secretary (Expenditure) was held on July 7, 2010. On the basis of the discussion held in the meeting, Planning Commission was approached for obtaining 'in-principle' approval for 100% funding. However, Planning Commission has not agreed to provide 100% central funding and suggested the Ministry to consider the original funding pattern (i.e. 75:25 & 90:10 in case of N-E States). Secretary (Expenditure) has been requested to indicate her convenience for holding the EFC meeting at the earliest.

Factsheet	
Year of Commencement	1/12/2008
Project Life Cycle Stage	Design & Development
Financial Outlay (Rs, Crore)	2167.29 (Proposed)
Financial Achievements(Rs, Crore)	1.9